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АКТУАЛЬНЫЕ ПРОБЛЕМЫ ЭКОНОМИЧЕСКОГО РАЗВИТИЯ РОССИИ В УСЛОВИЯХ ГЛОБАЛИЗАЦИИ И НЕКОТОРЫЕ ВОПРОСЫ МЕТОДОЛОГИИ

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Статьи и очерки, публикуемые в настоящем сборнике, посвящены актуальным социально-экономическим проблемам, имеющим место в российской экономике.
Articles and reports, published in this books are about actual social economic problems, taking place in Russian Economics.

ОГЛАВЛЕНИЕ

EFFECT OF FOREIGN TRADE THE CUSTOMS REGULATIONS DEFLECTOR

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ABSTRACT

Thedirection of theRepublic of Turkey since thefoundingyears has beenturnedinto a continuousstate of the western world, and continues to do so. As geopoliticallocation, particularlywhen, realizescontinuousagreementsandorganizations in economicandfinancialterms of the European Union countries. Thestartingpoint of theprocessstartingwithEuropeancountries, the Ankara Agreementsigned in 1963. Thisprocessgained a newdimensiontotheCustomsUnionwassigned in 1996. Turkey'ssigning of thisagreement, togetherwithitsowncustomssystemworktoharmonizethetariffstructures of the European Union has beeninitiated. CustomsUnion is not in thescope of traditionalagricultural products. Processedagriculturalproductsandindustrialproductscoveredbytheagreement. alltaxesandmeasureshavingequivalenteffectappliedtoindustrialproductsfromthe European Union, whichTurkey is repealed. Thisquantityrestrictionsareeliminatedupon. Inthecustoms of productswhichareimportedfromthirdcountriesarevalidcommoncustomstariff. ThankstoagreetoTurkey'scustomsunionwithintheEuropeanUnionlegislation is intendedtodiverttoothercountry'sforeigntradeassociation.

Keywords: Customs, CustomsLaw, ImportRegime, ExportRegime

INTRODUCTION

The purpose of thisstudy; Turkey'seconomicintegration is to examine thetypes of joiningtheCustomsUnionaftertheTurkishcustomslegislationresult in changes in his troopsintoTurkeyfromcountriesoutside of thetradeunionrightdeviationoccurred. AftertheCustomsUnionagainstTurkeytothirdcountriesoutsidetheEU'scommoncustomstariff as a result of theapplication of EU memberTurkey'sforeigntrade is expectedtocorrectdeviationscountries.

1.TURKISH CUSTOMS REGULATIONS

TurkishCustomsLegislation; exceptforthe 4458 CustomsActandCustomsRegulations, theimplementation of moresuchlawsandregulations, someprovisionsthatplacetheproceduresandprinciples of theCouncil of MinistersDecision, theCustomsProcedureswithCircularandsavearticlespublishedbytheUndersecretariat of Customs, be considered in thecontext of havingcomplementary. TurkishCustomsRegulations, wasmade in thecontext of today'sapplicationsarecompatiblewiththe EU customslegislationand on thisbasis, the World Trade Organization (WTO) and World CustomsOrganization (WCO), as has beenrevisedsothat it can fulfillitsobligationsarisingfromtheagreementsachieved in thecoordination of internationalorganizations say will not be wrong. Thescope of theTurkishCustomsLegislationWiththisstructure, followingthelaws, regulations, statutes, communications can be handledwithintheframework of lawsandarticles (Acar, 2000);

• 4458 CustomsLaw

• CustomsRegulations

• Law No. 5607 on theSmugglingandTracking

• CustomsTariff

• DisposalRegulation

• Regulations

•LawandtheRegulation on PrinciplesandProceduresforImplementation of CertainProvisions of theCouncil of MinistersDecision

• Papers

• Circulars

• Explaining name of theCustomsTariff

• SavingArticles

TurkishCustomsLegislation As noted, theassessmentconsists of a combination of allsub-titles. At this stage of the study will be assessedprimarily on thebasis of determiningthelocation of theCustomsRegulations 4458 legislation.

3. MATERIALS AND METHODS

Thestudymanybooks, magazines, articles on topicsrelevantscannedand made research on the internet. Aftertheselection of thestudysubjectswereencouragedto do literature. Economicintegrationand has benefitedfrom a variety of economicintegrationwithintheEconomic Development Foundation in therelevantsections of theCustomsUnionandtheUndersecretariat of ForeignTradepublications.

4. RESULTS

Table 1: Basic Indicators of ForeignTrade

| | FOREIGN TRADE - YEAR ($ Million) | | | | | | EXPORT / IMPORT |
	EXPORT	Value%	IMPORT	Value%	BALANCE	HACİM	%
1990	12.959	11,5	22.302	41,2	-9.343	35.261	58,1
1991	13.593	4,9	21.047	-5,6	-7.454	34.640	64,6
1992	14.715	8,2	22.871	8,7	-8.156	37.586	64,3
1993	15.345	4,3	29.428	28,7	-14.083	44.773	52,1
1994	18.106	18,0	23.270	-20,9	-5.164	41.376	77,8
1995	21.637	19,5	35.709	53,5	-14.072	57.346	60,6
1996	23.224	7,3	43.627	22,2	-20.402	66.851	53,2
1997	26.261	13,1	48.559	11,3	-22.298	74.820	54,1
1998	26.974	2,7	45.921	-5,4	-18.947	72.895	58,7
1999	26.587	-1,4	40.671	-11,4	-14.084	67.258	65,4
2000	27.775	4,5	54.503	34,0	-26.728	82.278	51,0
2001	31.334	12,8	41.399	-24,0	-10.065	72.733	75,7
2002	36.059	15,1	51.554	24,5	-15.495	87.613	69,9
2003	47.253	31,0	69.340	34,5	-22.087	116.593	68,1
2004	63.167	33,7	97.540	40,7	-34.373	160.707	64,8
2005	73.476	16,3	116.774	19,7	-43.298	190.251	62,9
2006	85.535	16,4	139.576	19,5	-54.041	225.111	61,3
2007	107.272	25,4	170.063	21,8	-62.791	277.334	63,1
2008	132.027	23,1	201.964	18,8	-69.936	333.991	65,4
2009	102.143	-22,6	140.928	-30,2	-38.786	243.071	72,5
2010	113.883	11,5	185.544	31,7	-71.661	299.428	61,4

2011	134.918	18,5	240.842	29,8	-105.924	375.759	56,0
2012	152.461	13,0	236.545	-17,8	-84.084	389.006	64,4
2013	151.802	-4,3	251.661	6,3	-99.859	403.463	60,3
2014	157.610	3,8	242.177	-3,7	-84.567	399.787	65,0

Res000ource:

http://tuikapp.tuik.gov.tr/disticaretapp/disticaret.zul?param1=0&param2=0&sitcrev=0&isicrev=0&sayac=5801

Thedata in Table 1, in thenextperiod, theamendedcustomslegislation in compliance with the framework of theCustomsUniontodemonstratethattrade-enhancingeffects of theCustomsUnion, but it showsthat it has a largersharethanexports in this domain. Themostimportantreasonforthissituation, Turkey'sunilateral Since 1971 (withsomeexceptions) whilehavingtheduty-freeadmissiontothe EU market forindustrialproducts, thesame rights in the EU has gained in 1996. In addition, accordingto EU competitiveness of Turkey'seconomy in the first year it is lowandexport-orientedmanufacturingsector is unpreparedtosomeextent.

RESULT

Althoughsomeimportantproblems of Turkey'snewlaw in 1999 andsubsequentacquis is almostfullyensuredcontinuedcompliance. One of the most important problems in practice in customsbecause of ourenteringinto a customs union with the European Union, the decisions of otherministries in thedecision of thecustoms of theOrder is to be a mismatch. Thelack of trust in the staff apart fromthat, likewiseincreasingthenumber of redfallingevenmore than the EuropeanUnion is busypruningtoolsbecause of thelack of trusttothetaxpayerandcauses a decrease in productivity.

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THE RELATIONSHIP BETWEEN THE TEAM PRODUCTIVITY AND THE FACTORS AFFECTING THE TEAMWORK

Dudu Duygu YILDIRIM
Davut ATALAY

ABSTRACT

This article studies the required team work in order to increase the efficiency of the team productivity in the education management. In the general literature, the concept of team,teamwork, team productivity and motivation issues were examined and the factors that affect the efficiency of the team was determined.

The universe was composed of 220 people working in the education unit betwen March and August 2015. The sample of the study was137 people who agreed to participate in the study. To Identify the characteristics of the employees, in accordance with literature datacollection, Teamwork Attitude Scale (ecto) was used.

When identifying the characteristics of workers ; 32.8% were at the age range of 26-35, 67.2% were women and 31.4% were over 10 years of professional experienced and 51.8% were working at the organisations for 1-4 years. The structure of the team as the lower size Ecto, all of the employees' identifying characteristics have been identified as important.

Keywords: Team, Teamwork, Team Productivity,Motivation

1. INTRODUCTION

The dizzying development of the training services that is also defined as the world's most complex sector attributes basic condition of being able to provide quality educational services to the availability of specializedtraining professionals and the team spirit among them.

The teachers that has an important role in the conduct of training services are under intense pressure because of some reasons such as the difference in working conditions, inadequatecontrolover the business, a high business demand, lack of supportive business relationship, anxiety about the quality of education, relations with the teachers and the other educational team members, relocation and work systems , and as a result they stayunder stress in the business environment.

2. TEAM and TEAM WORK CONCEPT

Team is defined as for a designated time ,a small group of people who come together with responsibilities to each other within the commoninterests and values, solve a particular problem, join forces, produce variety of differences, benefit from effective conflict and meet the management techniques, apply scientificdecision-making and problem-solvingtechniques (www.akademikbakis.org 2006).

Individuals try to supply their objectives that they can not perform on their own as a team. They can find the opportunity to achieve their personalgoals or the needs and that can be regarded as an important reason for the increase of applications based on the team concept (Huber, 2000: 6).

3. EFFICIENCY OF TEAM

Team productivity or team performance is a factor indicating the effectiveness of the team. Team success is an indication of an efficient team and the team'ssuccess is directlyproportional to the efficiency of the team. If productivity increases, succes sincreases and if productivity decreases success will also decrease. Because the decline in the efficiency of trainingteams will lead to loss of time and cost. The quality, team productivity, the amount and efficiency of work, planning and overallperformance canbe shown as the basic elements of the

team efficiency. Improvements made on these elements will ensure the success of the team and also the team'sefficiency (Driedonks et all, 2014).

The team leader responsible for the success has several tools to monitor educational planning and scheduling performance. Educationalevaluation and reviewtechnique, criticalpath method are some of them.By using this tool, the team success and with some more details, the efficiency of the team can be controlled . But this onlyhelps the leader to control the cornerstones in the plannededucational planning, but not to do the duty itself(McComb et al, 2008).

4. MOTIVATION

Motivation concept pushes the behavior of the human organism, determines the severity and extent of this behavior, gives a specific direction to behavior and ensures the continuity of behavior.Viability of the behavior, wasted energy, and duration of and resistance to smudging and change shows us that such behavior is motivated (http://kulturdersanesi.com).

Ensuring the efficient task of the individual is only possible if S/he is motivated(Garih, 2000: 10). But motivating the individuals and ensuring the continuation of the motivation is not that easy(Keenan, 1999: 5)

5. MATERIALS AND METHODS

5.1. Purpose of the Research

This study was performed as a descriptive type to identify the training employees' level of teamwork attitude against the general teamwork.

5.2. Data Collection Method

In this research, as the datacollectiontools, promoting forms of socio-demographic characteristics of teachers and attitude scale for general teamwork were used.

5.3. Universe and sample

This research was conducted in March and August 2015. 220 people formed the universe. The sample of the study was consisted of a total of 137 teachersselected by random method.

5.4. Data Analysis and Results

The data obtained from the participants were coded by the researchers and analyzed by using SPSS 19.00 for Windows package program. In practice results, "Student t" test is applied, "Kruskal-Wallis Test"and one-way analysis of variance were performed.

6. RESULTS

Table 2. Employees of teamwork attitude scale distribution of average scores obtained from the general and sub-dimension (N = 137)

	Mean± SD	Min- Maksi
General teamwork	122,62±12,53	57 - 140
The structure of the team	26,73±3,57	17 – 30
Leadership	27,53±3,31	6 – 30
Conditionmonitoring	26,56±3,13 1	12 - 30
Mutual support	18,90±2,89	13 - 25
Contact	22.26±3,02	5 - 25
The interaction level	35,63±5,89	21 - 42

When the teachers were analyzed according to the Teamwork Attitude Scale; the average overall score of teamwork attitude was 122.62; the structure of the team average point was 26.73; the mean score of leadership was 27.53; the average point of conditionmonitoring was 26.56; the average point of mutual support was 18.90; average point of contact was 22.26 and the average level of interaction was found to be 35.63 points.

Factors affecting the working team	Agree n (%)	Partiallyagree (%)	Disagree n (%)
Have different education levels of members of the profession	10 (7.2)	41(29.9)	86 (62.7)
Occupation members come from different cultures	23(16.7)	44(32.1)	70(51.0)
The uncertainty of the role and duties of members of the profession	8(5.8)	32(23.3)	97(70.8)
The team members' lack of knowledge of each other's role and tasks	11(8.0)	25(18.2)	101(73.7)
Having falseexpectations of members of the profession	7(5.1)	46(33.5)	84(61.3)
Authority is not required to be shared	7(5.1)	42(30.6)	88(64.2)
The lack of autonomy of members of the profession	9(6.5)	50(36.4)	78(56.9)
Members of the profession don't believe in equality of social position	14(10.2)	41(29.9)	82(59.8)
The members of the profession's different age groups	27(19.7)	45(32.8)	65(47.4)
Conflict of interest	10(7.2)	43(31.3)	84(61.3)
Subject is not focused on people	13(9.4)	39(28.4)	85(62.0)
Communication problems within the team	4(2.9)	28(20.4)	105(76.6)
Inadequate in resolving the consequences of the institution when there are problems between team members	9(6.5)	34(24.8)	94(68.6)
The predominance of certain professional groups in the decision-making team efforts	10(7.2)	40(29.1)	87(63.5)

Table 3. Factors affecting the team work of the employees evaluation (N = 137)

As shown in Table 3 when the teamwork of employees were asked to rank the five most important factors affecting the teamwork; they were determined as being in different age groups was 27 (19.7%), coming from different cultures was 23 (16.7%), not believing in the equality of the social position was 14 (10.2%), focusing on the people not to issue was 13 (9.4%), the team members' lack of knowledge about each other'sroles and duties was 11 (8.0%).

SUGGESTIONS

It was clarified that the factors affecting the teamwork are related to the different culturalbackgrounds of the team members, uncertainty of the roles and duty , believing in the equality in the social position of employees, being in different age groups and focusing on the person not the subject. First of all, each team member's duty should be determined in order to not to lead a confliction of the task and role and to create a clear and understandable manner of taskloyalty. Also, each of the team members should be aware of their tasks, responsibilities and authorities. Teamwork efficiency is directly related to the motivation of the individuals. If they know about their tasks and responsibilities they will be more motivated and that will increase the productivity.As a result, if the employees are motivated and well informed aout their tasks, the efficiency and productivity of the team work will be higher.

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OPERATING PERFORMANCE IN BUSINESS IN THE FREE ZONE

Adnan Yüksel

ABSTRACT

Free zones are pulling accelerate the introduction of advanced technology and foreign investors to the country, as well as the ease of exporting countries by providing cheap raw materials and taxes to be competitive in the world market. This study is a comprehensive field study conducted on free zones, it aims to demonstrate the performance of the company. business performance in the study of financial, non-financial, market and innovation is considered as performance dimensions. Based account of a certain probability that easy sampling method and data used in this study were collected through a questionnaire. The resulting data by using SPSS 23.0 software "Correlation Analysis" is made and evaluated. Analysis results of the implementation of the findings; Of business performance shows that due to strategic orientation.

Keywords: Free Zones, Strategic Orientation, Firm Performance

1. INTRODUCTION

The aim of this study is to determine the performance of companies operating in the free zones. The free zones are made on individual work, although many are very few studies on the business performance of the companies in the free zones. This free zones and work together as well as their relative impact on performance variables considered in particular to releasing results will provide decision-makers can use the administrative mechanism.

2. BUSINESS PERFORMANCE

Business performance in the purest definition of the company strategy towards these goals at the end of a certain period in applications and represents the output level of success in other words. The effectiveness of the company strategy can be configured with a natural way of performance evaluation and strategies are also updated according to the results (Bulut, 2007: 2).

3. MATERIALS AND METHODS

3.1. Purpose of the Study

The relationships between concepts by explaining the basis of the literature business performance concepts through effective strategic orientation and size of the acquisition and sustainable competitive advantage The aim of the company growth is to expose an area of research will be conducted on companies operating in free zones. In addition, the study aims to analyze the strategic orientation and its impact on business performance, the size of the companies operating in free zones as well as the relationship between them. In this study, the strategic orientation of the company's market, technology, entrepreneurship and learning orientations were examined.

3.2. Measures used

Nine-item measure of operating performance Günday et al (2011) has been prepared by the study. eight-item scale of innovation performance, Kaya and Patton (2011), by making use of the work.

3.3. Sample and Data Collection of Research

The sample of the survey included in the free zones operating in Turkey was determined to be firm. Sampling method was tried to reach the firm around 3000 but as a result of all the efforts that were approved for 92 questionnaire analysis.

6. RESULTS

Correlation and regression analysis of the structural model showing the relationship arises between the results of the variables in the model in the direction shown by the way in terms of operational performance aspects.

Table 4: Financial Performance Dependent variable regression model

No	Independent Variables	P	B(std)	T	R^2	AR^2	F	AF
	(invariable)	1,506		2,679***	,092	,163	7 177***	7 177***
	PAZORY	,483	,303					
	(invariable)	,992			,198	,107	8,658***	9 299***
	PAZORY	,217	,136	1,130				
	GİRORY	,447	,367	3,049***				
	(invariable)	1,034			210	,107	6,131***	1,061
	PAZORY	,332	,208	1,496				
	GİRORY	,529	,434	3 171***				
	ÖĞRORY	-,211	-,163	-1,030				
	(invariable)	1,049			,226	,015	4,954***	1,333
	PAZORY	,294	,184	1,313				
	GİRORY	,410	,336	2,094**				
	ÖĞRORY	-,227	-,175	-1,110				
	TEKORY	,167	,172	1,155				

PAZORY: Market Orientation; **GİRORY:** Entrepreneurial Orientation; **1jĞRORY:** Learning Orientation;**TEKORY:** Orientation Technology *p<0,10 **p<0,05 ***p<0,01

The model was statistically significant (F = 4.954; p <0.01) but TEKORY variable (P = 0.167) seems to be statistically significant on FİNANSPERF.

7. CONCLUSIONS AND RECOMMENDATIONS

As a result, the market performance of the market orientation of enterprises, non-financial, technology and innovation performance orientation of the market, financial and entrepreneurial orientation of the innovation performance can be said to have an effect on learning orientation of the innovation performance. According to the results of this study, the market for improving the performance of business enterprises involved in research, technology, entrepreneurship, and create a learning-oriented organizational culture advised.

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CREATING DEVELOPING STRATEGIES IN PERSONNEL POTENTIAL AND APPLYING METHODOLOGICAL GROUNDS

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ABSTRACT

Creating personnel strategy starts with developing management function. It is a process which is followed by the determination of mission and vision. It is obligatory to collect data and make estimations in order to create the general strategy of the business. The methods should be grounded and applied as a result of the explanation, comparison and assessment of the methods in scientific and philosophical terms. Goals will have been achieved step by step if strategic plans are created, developed and thoroughly controlled.

Keywords: Strategy planning, Mission and Vision, Data and Methodology

Introduction

One needs to think and decide in order to determine the goals and achieve the goals determined. In order to obtain the same defined results, it is necessary to formulate what kind of business activities will be performed in the future and struggle with ambiguity. The benefits of strategic planning aims to control the development in achieving the goals, and prospectively elucidate the ambiguity along with the coordination of the business activities to be performed.

1- Strategic Planning and Control Cycle

The personnel of the managers who function, work and produce in harmony, fulfil their responsibilities should be taken under control. The following ways should be followed in this control.

a Planning

b Putting into Effect

c Comparing the results with the plan, finding the way to go and estimating new goals. Researching the reasons for the differences between the results obtained and planned and finding solution by corrective actions. **(Eraksoy, 2014: p.38-45)**

2 Grounds of the Strategic Planning Function

The strategic management and planning requirement of the law consultancy business has basically 3 reasons. 1 – The works performed should show the way to go to all managers and employees. 2- They should be encouraged about new ideas. 3- Sustainable competitive advantage should be obtained. If a business can answer the demands of its customers quickly and if it is innovative and successful in efficiency with quality product; that means it has already obtained the sustainable competitive advantage. The reason for the existence of a business is specified in the mission explanation. And the things that it should do to reach the place it desires are explained in the vision section. From these explanations, strategic planning, tactic planning and operational planning can be derived. Regardless of the form of planning, it aims to fulfil an already determined business target. And the business target should be a result which can be measured in a certain time. **(Eraksoy, 2014: p.46, 47)**

Strategic goals are determined by the senior management of the business and they focus on the targets which are a concern of the entire business. Tactic targets are determined by the middle level management and they contain the planning of the things to be done to reach the strategic goals. Operational targets, on the other hand, are determined by the managers who are

not involved in the senior management. These managers deal with the short terms works in order to fulfil the tactic goals. The targets which are determined for the business should be determined as obvious, measurable, achievable, result oriented and time dependent. For example, let us take Yamanlar Law Consultancy; the target can be determined as increasing the office income and number of lawyers in the next 5 years and establish 3 new departments which are not serving in the office yet and triple it. These business goals should be followed through an activity plan. It should explain the activities which will be performed to achieve the goal. For example, such as step by step explaining according to which principles filing will be made in the procedure in the law consultancy **(Eraksoy, 2014: p.48-)**

3 Creating Strategic Management Process

There are five steps and one feedback cycle in the strategic management process.

1- It consists of mission and vision explanation. While mission forms the purpose of the business, vision explains the long term direction and strategic goal of the business.

2- It turns into a strategy which mentions generally written mission and vision explanations and how the business will fulfil its mission. The strategies which are commonly planned in general are growth strategies (targets to increase the sales and business) Balance strategies (Determines the least change based on the status quo) defence strategies (targets reduce in the activities of the business)

3- It is the formulation of the strategy. In this step, the big strategy is turned into more specific plans and choice is made between different strategies and the strategy chosen is fictionalized based on the requirements of the business.

4- It is the operating of the strategy. In this step, strategic plans are put into effect.

5- It is the strategic control. It is the process of following the strategy which is put into effect and making corrections in this strategy. **(Eraksoy, 2014: p. 49)**

4 Fictionalizing the Big Strategy

It is necessary to collect data and make estimations in order to create the general strategy of the business. This step enables collecting information about the competition and thus estimating the movements of the competitors and behaving accordingly. Information about competition can be easily collected from open information sources (professional publications on the internet etc.) today. The second important point in creating the general strategy is the analysis of the environment outside and inside the business. The purpose is to foresee the possible threats and opportunities which might affect the plans of the business   beforehand. Through this method, it is possible to evaluate the opportunities of the business.

They are the situations which will enable the business use its opportunities in favour of the business in the external environment and have competitive advantage. The threats of the business, on the other hand, are the external factors which prevent the business to reach the competitive advantage. Prospective estimation is another method in creating the strategy. This can be made in two ways: 1- Trend analysis. In this analysis, the value of the future data is estimated based on the data on hand by assuming that the sequence of events in the past will also occur in the future. Scenario planning is another strategy in creating the general strategy. Several plans, strategies are created in this plan. Such as fulfilling the need for lawyers in Yamanlar Law Consultancy **(Eraksoy, 2014: p. 50- 51)**

5 - Formulating the Strategy

The first one of the mostly used tools for the formulation of the strategy is the 5 competitive power analysis and 4 competitive strategies of Michael Porter, the famous American strategic management specialist.

a) Threats which might originate from the new competitors in the industry

b) Power of negotiation of the suppliers

c)   Power of negotiation of the sellers

d)   The threat which might originate from the products and services which will be replacing the main product or service

e)   Competitive dispute between the competitors

Porter states that only 4 competitive strategies can be created in the presence of these 5 competitive powers. **(Eraksoy, 2014: p.51- 52)**

6 Operating and Control of the Strategy

Operating and applying the strategy are the final steps of the strategic management process. There a 3 key processes in applying this strategy. They are:

1- Employees

2- Strategy

3- Operations.

It describes the importance of the employees working, appointing the talented personnel particularly in the works with key importance, and the way to be followed by the personnel in operation strategy. The plan shows the main activities of the corporation. It will enable the personnel to apply the strategy by connecting the strategy and business plans with each other, and enable the managers to manage and control the strategic vision. **(Eraksoy, 2014: p.53)**

7 Strategic Human Resources Management

The purpose of personnel potential and human resources process is to obtain the most appropriate business performance to fulfil the mission and the vision of the business. Two concepts are of importance in the administration of the personnel potential.

1-Human capital is the economic and productive potential of the knowledge and experience of the personnel.

2-Social capital and work is the economic and productive potential of the strong and fiduciary cooperative relations.

Planning personnel potential is a systematic and inclusionary plan which developed to understand the present requirements of the employees and understand the future requirements of the employees. In order to understand the present requirements of the personnel and comprehend the basic elements of a privileged work, analysis is needed by observation and resolution. It also requires the determination of the requirements, obtain information about where to find personnel. The manager who is responsible for the personnel and human resources should be aware of the labour law and legislation. Such as knowing the rights and liabilities in case of the dismissal of the personnel, calculation of the leave days, dismissal due to pregnancy or military service **(Eraksoy, 2014: p.60 - 61)**

8- Steps of the Strategic Planning Process

Strategy means the long term plans for the entire organization. Creating strategy means thinking about the future and being visionary. The office should evaluate the service of the office in several legal fields before starting the strategic works. For example, let us evaluate the working field of Yamanlar Law Consultancy in the following criteria.

a-   Service Scope : Whether service is provided in all aspects of the related legal field

**Know How**: The know-how level in the legal field, how many lawyers there are at this level and how famous it is in this field.

b-   Capability to Deliver the Service: The lawyers' service which also makes use of technology, by which means they are delivered (Extranet, Web pages etc.)

c-   Client Relations : Whether the lawyers have strong relations with the clients, knows lots of people to generate business

d-   Experience in the Sector: The presence of lawyers in the sectors which might need legal service (Health services, Telecom, energy, Banking etc.)

e-   Location: The presence of an office near the business centre

f-   Pay Sensitivity: Whether the clients are working with low pay

How the legal consultancy office is perceived by the clients is strategically important. The Legal Consultancy office should determine its critical success factors to apply its strategy. Critical success factor such as giving high level quality legal service to the clients (**Eraksoy, 2014: p.193, 194, 195**)

9 Data to be Used while Creating the Strategic Plan

9-1 Status Quo Analysis: It should focus the place where its office is located in the law market, core activities of the office, from which activities it generates profit, how it functions and plan the things to do to achieve this status quo. This evaluation covers corporate culture, management as well as other legal and administrative fields with key importance. This analysis prepares the infrastructure for the law consultancy office to make the behavioural changes to achieve its goals.

9.2   Analysis of the Existing Clients: Analyzing what percent of the clients are new and what percent is old

9.3   Opportunities / Threats : The opportunities and threats which might affect the office should be taken into consideration. SWOT analysis sample can be shown as the most frequently used one in strategic planning. With this work, the office will have obtained a means of a strong strategic planning.

Figure 1. Swot Analysis Chart
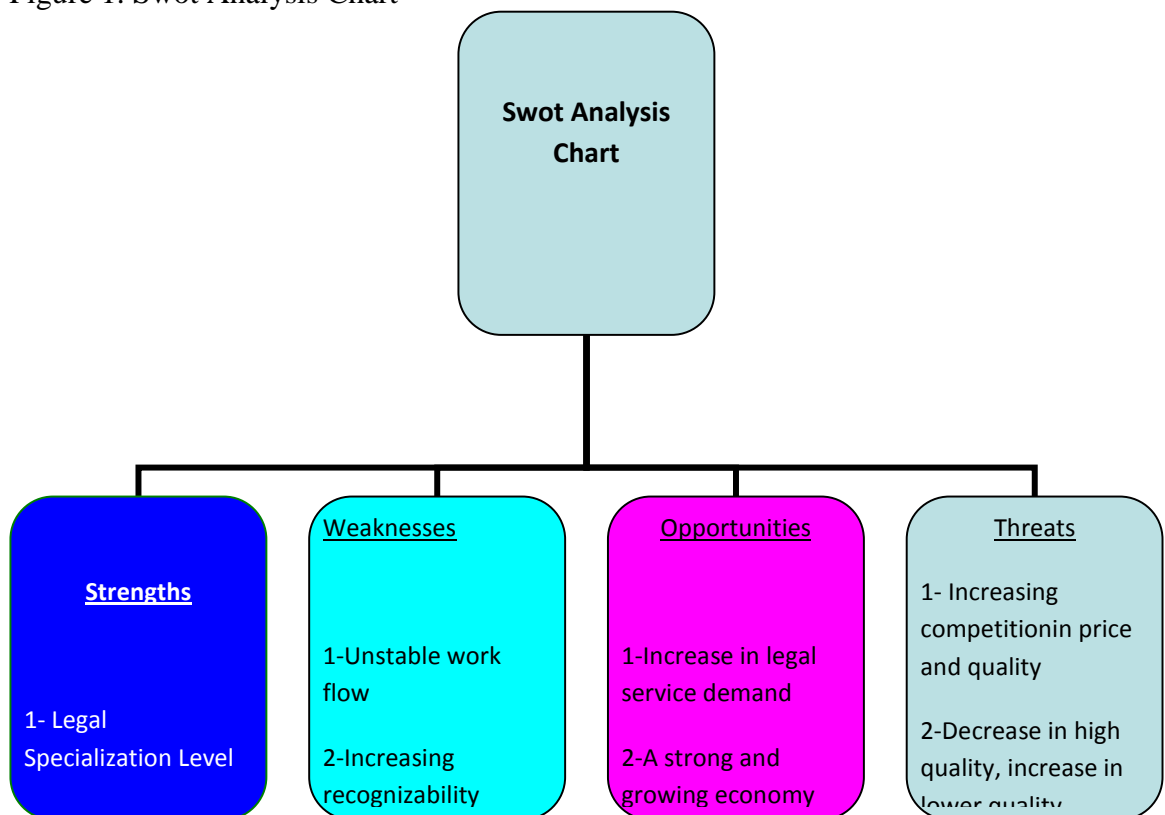
(**Eraksoy, 2014: p. 197, 198**)

9-4 Analysis of the Existing Legal Services: Improving the legal services provided is one of the important factors of the strategic plan. After performing all these analyses, the strategic plan should answer the following questions.

a) Which client base will be the receiver of the legal services. (Big, small or medium companies)

b) Which legal fields will constitute our main activities.

c) What will be the main source of our competition.

d) How our Legal Consultancy office management and organization structure should change.

9.5 External Environment Analysis: The factors which affect the provision of legal services should be evaluated.

Figure 2. Strategy Determination Process Work flow Diagram

Determination of the target industry client working field

External Environment Analysis

Office Analysis

Determination of the Opportunites ad Threats and Strengths and Weaknesses

Determination of the Strategic Goals

Creating relevant structure system and human resources
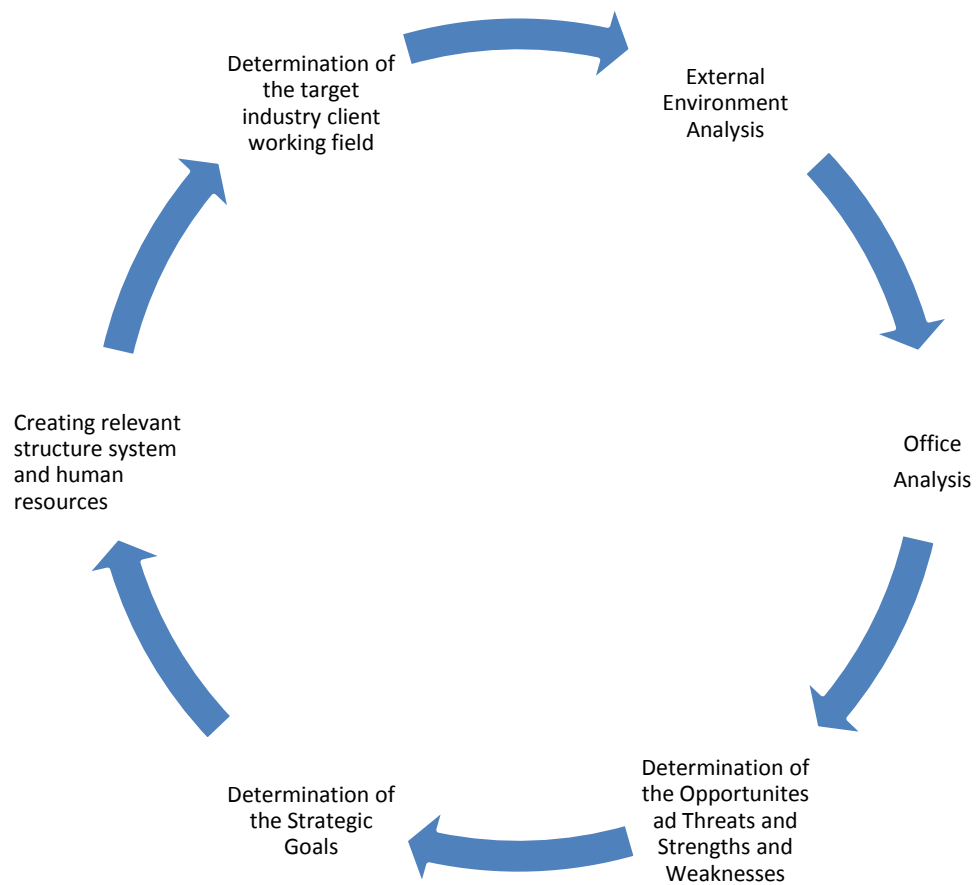
(**Eraksoy, 2014: p.204 , 205**)

Bringing difference to and valuing law consultancy office should be sustainable. In creating personnel potential and developing strategy for the legal consultancy in line with the mission and vision of consultancy, business relations can be established through the works such as promotion activities, legal magazines published by the office, and website.

10 Applying Methodological Grounds

Definition of methodology: It is a science for methods. It is a science which develops principles to research methods in the fields of philosophy and science in particular and creating new methods. **(www.Nnd Sözlük p.1-2)** Methodology is comparing, matching, and evaluating methods. And, it is searching methods. Its branch which approaches the methods of scientific research logic researches the applied ways of thinking in which every science is interested in. Thus, the methodologist is liable to evaluate the methods which are valid or being used then in a field of science. Methodology is a field of work which is opened by the contemporary thought. Thoughts on method started with Bacon and Descartes . **(www. Msxlams.Org)**

The grounds of methodology can be expressed over being scientific. Scientific knowledge has specific characteristics. Methodology is the logic of the scientific search. Its characteristics are: a) objectivity principle, b) Correct measurement, c) proving quality , d) Generalization ability e) Analyzes what is scientific. **(İ. Arslanoğlu p. 1-2)**

11- Functioning Phases in Methodology Method

1) Occurrence of a need and feeling a problem
2) Determining the place of difficulty and the problem
3) Some ways of solution hypotheses (to be tried) proposition
4) Determining the affirmatives
5) Testing the hypotheses

General principles and grounds of methodology are the same in all sciences. **(İ. Arslanoğlu p. 2- 3)** Thus, methodology in creating personnel potential should be created in line with the grounds. Let us summarize it with a chart

Figure 3. Functioning Phases Chart of Methodology
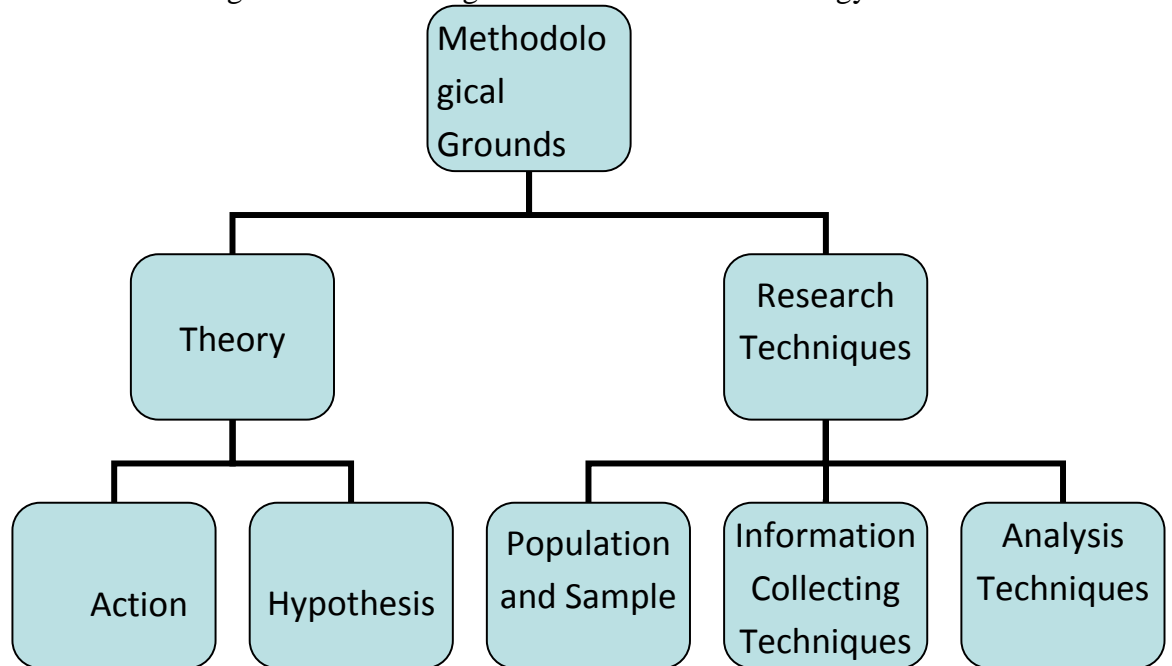
(İ. Arslanoğlu p. 6- 7)

A research which is made to create personnel potential in an institution or a business shows the presence of a problem. This problem can be conveniently solved with the methodology which will be followed based on the above chart. After putting forth the problem, the hypothesis, which is the temporary way of solution for the problem should be put forth in scientific predictions. And this can be made by tests and observations. **(www. Bilgi ve başvuru. Com)**

From the grounds of methodology, research techniques are used and samples are chosen from the population about creating personnel potential, and information is collected and researches are made. Data is collected. The general principles which are considered valid and accurate without testing are called action. How to solve the problem will be revealed thereby making the analysis of all of the data collected. While applying methodological grounds on the personnel potential, it is necessary to fully set forth what is decided and what will be resolved.

It should be remembered that legal consultancy is a strategic matter just as the formation of the personnel potential of the business culture. It should be included in the challenges which are experienced by the personnel. Since the failure of the business is an expression of the fact that the responsibilities are disrupted in the personnel system, inspections and observations should be more intense. It will reverse the failure when integrated with personnel business strategies. (**A. Kardan ; 2002 p. 72- 76**)

An honesty based strategy brings about a tougher standard. It is based on the concept of self management by the business personnel by a cluster of honest and guiding principles. The duty of an honest moral management is to define and apply the guiding principles of a corporate business, a legal consultancy business, create an environment which supports moral behaviour and create the sense of sharing responsibility among the employees. (**C. Engin ; 2015 p. 96- 97**)

A method which not only saves the business from costs but also reveals productivity and creativity should be developed. And if the created personnel have creative thought, in order to perform your business, you should literally go out of the linear, analytic way of thinking. (**İ. Gülfidan ; 2008 p.87-88**) New methods should be developed in methodological terms by considering personnel's productive and creative thoughts.

12-   Strategic Logic of the Growth of Business

Many businesses consider the conditions of its industry as data. This is not the case for value inventors. The business allows rival companies to create the parameters of its own strategic thought. It compares its own strengths and weaknesses with those of its rivals and it focuses on gaining advantage. Business should determine and compare their unknown needs. To do this, empathy based draft technique cluster can be developed by developing strategy. It can obtain the potential to steer brand new businesses by using its existing technological opportunities. (**A. Gürsel ; 2010 , p. 37- 38 – 183 – 184**)

13- Turning Excellent Strategies Into Performance

There are some basic rules for determining and fulfilling strategy.

a) Keep it simple and concretize it, b) Do not discuss predictions but assumptions, c) Source distribution should be discussed from the first. d) It should primarily be explicitly determined. e) Performance should be constantly monitored. f) Works should be performed and rewarded based on talents. (**O, Yamak; 2006 , p. 34- 52**)

14- Business Strategy in terms of Personnel Management

Managers are expected to make the strategic vision an operative reality. However, the members of the board represent the shareholders. Thus, they have to evaluate the applied strategy by comparing the incomes obtained by the business with other investment opportunities. Business managers will be able to better fulfil their strategic observation duties with a strategic inspection. (**A. Kardan ;202 , p. 63- 69**)

In the formation and development of the personnel potential, human resources departments participate in the decision in wider terms which provide extensive direction and vision for the organization at the strategic level. Human resources manager has four main roles.

They are strategic partnership role, managerial specialization role, worker supporter role and change. **(D. Bingöl ; 2013 , p. 39- 41)**

RESULT

When it is desired to create a personnel system in a business, primarily knowledgeable, skilful, talented personnel who have well comprehended the mission and vision of the business should be preferred. The personnel potential, which is well chosen, planned and created, will better serve the strategic, tactic and operational plans of the business.

The personnel potential created will play a great role in increasing the effectiveness of the business, increasing the growth speed of the business and the business' struggle with its competitors. It will move the business much forward to success.

The business will be able to build and formulate big strategies as it grows. Business management will be able to control the strategies which are planned with the existing personnel and finally the strategies which are planned with operation to be put into practice as well as achieve its targets step by step.

Business management should build all of its works and strategic plans on scientific principles, methodological grounds and eternalize the existence of the business. It should develop research techniques which will enable the maintenance of success.

It should also be able to put forth theories thereby creating actions and hypotheses. It should save the personnel system from costs, and have all opportunities to reveal the productivity and creativity and develop new methods.

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A RESEARCH ON THE ROLE OF İNTERNET İN THE DEVELOPMENT OF TOURİSM BUSİNESSES: GAZİANTEP MODEL

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ABSTRACT

Recently the internet is accessed evermore world wide. At the same time, e-trade has become an important marketing instrument for most business branches. The internet is used by tourism businesses too for many purposes, which have significant roles in the world trade. Nowadays, the usage and necessity of the Internet and its boundaries are controversial topics among researchers and tourism businesses' managers. The main purpose of this essay is that to determine what is the role of the internet for the development of tourism businesses. In this context, qualitative research methodology is preferred in this research for the purpose of comprehensive evaluation on development of tourism businesses. Interviewing, which is one of the qualitative research techniques, is used as a method for obtaining data from 5 and 4 star hotel managers and Group traveling agency managers in Gaziantep.Interviewing is one of the common data gathering techniques, it involves asking questions and getting answers from participants in a study. There will be interviewing with these business managers with predetermined questions, and questions will be detailed, particularly the specific prominent issues of them. Interviewing questions will be developed through Akova and Sarisik's (2006) article that, "research about the importance and role of the Internet in traveling agencies", it will also be applied with hotel businesses and traveling agencies.

Key words:tourism businesses, internet, marketing, Gaziantep.

INTRODUCTION

There has been astonishingly rapid developments in information technologies. These rapid developments forces businesses to change and improvement. Therefore, with the technological developments, the increase in competition and the pressure coming from consumers; they felt the necessity to restructure themselves and their systems. Specifically the internet and the other instruments of e-commerce has been an important development in terms of marketing. Thanks to the advantages favoring both companies and consumers, which are their target group, it has gained acceptance and begun to become widespread in a short time. The internet, created important changes in the tourism industry in terms of marketing. It was used and still continues to be used extensively by industries such as catering, accommodation, travel and leisure.

The increase in the transactions made via the internet, increases the number of users considerably and these two concepts continually feed each other. Thus, the volume of e-commerce has been gradually growing. The fact that 45% of the population in Turkey, that is a great proportion of the 39 million internet users, have credit cards can be considered as another significant factor contributing to the growth of e-commerce. Also the growth rate in vacation-

travel category in Turkey has been announced as 35% (joint study of Tübisad, Etid, Deloitte in 2015).

Tourism industry, which is considered to be one of the world's largest and rapidly growing industry of the last fifty years, is on the way of becoming the world's largest industry and creates added value for more than 50 other industries. In direction with this developing understanding of tourism and varieties, this figure increases even more (Oflaz, 2010).

Tourism stands out as one of the industries where the use of internet is the most. It is clear that there significant developments concerning the use of the internet in travel agencies with regards to its role in connecting companies with their customers.

Tourism companies can use the internet for their marketing activities such as advertising, sales, distribution and customer relations. Furthermore, many tourism companies can use the internet in their interaction with other tourism companies as well. (Sarı and Kozak, 2005, p.257).

Definition of the Internet

Literally meaning "a network among networks", the internet can be defined as a worldwide network comprises of computer networks formed in accordance with common standards. According to another definition, the internet is a communication network established among computers. The internet system was born as a result of the efforts of United States of America Department of Defence to establish a resilient, non-centralized computer network against any nuclear attack. Since the main purpose of this system was communication, a connection must be established between the computers that form the network. To do that, a common language is used. Through the use of TCP/IP, computers can communicate with each other and transfer information. With millions of computers interconnected on the internet, millions of people from around the world can easily communicate with no limitations and in a cost effective manner. Through the course of time, the internet first was institutionalized and then commercialized (Çevik, 2009, p.205; Özdipçiner, 2010, p.7; Çakır,2004, p.171, Budak, 2010, p.23). Today the internet, initially designed to connect a couple of institutions, transformed into a massive structure to which millions of people from all around the world can connect. The number of individuals and organizations that use the internet increases with each passing day (Özdipçiner, 2010, p.7)

The internet has characteristics that differentiates it from other media tools. Aksoy (2009) lists the sui generis characteristics of the internet as follows:

• Presents the possibility of a worldwide communication and operation.

• Provides information that exactly fits in with the "complete information" mentioned within the theories of economics. The information provided are quick and cost-effective.

• The interactive communication on the internet offers an opportunity for a meaningful and asynchronous dialog between the seller and the buyer.

• Businesses can operate regardless of geographical distances.

• A communication network that never closes and is accessible 24 hours in a day.

• Differing from the one on one model on phone and one to many model on the television, it provides a many-to-many communication.

Through advanced technology, people can be more engaged on the internet. Today, a three year old child begins to use computer, uses facebook when he/she is five and by the age of seven he/she establishes a friendship network and maintains environments where he/she can easily advertise his/her old books, clothes and toys. Small-medium-large scale companies met with the internet at the same time. Since large scale enterprises are slower, small scale enterprises challenge large ones (Baloğlu and Karadağ, 2008, p.11).

Upon the development of communication technologies and the rapid increase of internet usage, the world sees the formation of a new economic structure. Also the number of websites advertising and providing information about a product, service, individual or organization increases rapidly. Consequently; geographical borders are lifted, markets where the seller and the buyer meet gained a new dimension and the sellers, seeing the whole world as potential customers, have shifted their trade activities into web-based systems (Civan and Bal, 2002, p.1011, Çevik, 2009, p.206).

One of the important developments with regard to the tools of electronic commerce is mobile phones and the related applications that form the mobile communication. Mobile internet access, makes it possible for individuals to book online reservations with travel organizations, flights and hotels, obtain information about weather conditions, access maps, get information about the nearest restaurants via mobile phones. In short, it makes it possible to access to the internet environment, which is normally accessed via computers, through mobile phones (Çevik, 2009:206).

In Turkey, where large amount of investments have been made on IT and technology in recent years, the number of internet users, which was around 2 million in early 2000s according to the International Telecom Union (ITU), has increased by 1750 percent in the last 10 years. 35 million of Turkey's population, which is around 78 million, have access to the internet (http://sgb.kulturturizm.gov.tr). Thus, it is possible to say that there is a great increase in the rate of internet access and usage both around the world and in Turkey.

Use of the Internet in Tourism Industry

In this period, which is defined as information age, the technology that we use frequently makes our lives easier in many areas. Being one of the technological developments, the internet has become widespread and turned out to be something that people cannot do without. In globalising world, each and every individual feeling the need to prove oneself, has been able to reach to the farthest places in the world and also reduced the cost of acquiring information to a minimum. Today, we now live in a world where all the things happening in it can be found out by anybody (Çakır and Yalçın, 2012, p.9). When we take a look at the internet usage rate of the world, we see that this rate is growing with each passing day. As of 30 December 2015, the estimation for total world population was 7.259.902.243 people and the number of internet users were 3.366.261.156. These figures indicate that more than 50% of world population use the internet. Recent figures indicate that has been a 832,5% change (http://www.internetworldstats.com).

Although industries such as airline transport and travel agencies within the tourism industry are one of the first industries where the internet is used for commercial purposes, companies within the hospitality industry realized the commercial significance of the internet a little late and they began using the internet somewhat late in comparison with other businesses within the tourism industry. Towards the end of 1990s, the internet has begun to be used extensively in hospitality agencies and there has been a great increase following the 2000s (Kozak 2006, p.273).

It can be said that the tendencies of the companies within the tourism industry to utilize the internet for commercial purpose are maintained to date and tourism continues to be one of the industries where the use of the internet is most common (Öz, 2010, p.76-77). Airline companies extensively try to contact the customers directly and the technology provides this opportunity (Alamdari, 2002). Also the internet helps the potential customers to find out about hotel options and compare hotel prices without the necessity of contacting sales representatives (Connolly et al. 1998). The possibility of online sale of services related to traveling and tourism,

forms the second largest online trade area after computer hardware (Ekiz and Babacan, 2012, p.45).

RESEARCH METHOD

This study aims to determine the role of the internet regarding the development of hotel companies and travel agencies within the tourism industry and examine the purposes the internet is used for. Within this scope, a qualitative method is preferred in order to be able to make a comprehensive evaluation regarding the role of the internet on the development of tourism companies.

In the study, the "interviewing" technique, which is a qualitative research method, is used to to gather data from 5 hotel administrators and 20 travel agency representatives. Interviewing technique has earned its place as an efficient data gathering method among many disciplines of social science in the last quarter of the twentieth century (http://kolayaof.com). This technique involves an interactive communication process based on predetermined questions addressing certain topics and the relevant replies given by the participants. The planned and purposeful nature of the interview technique differentiates it from a regular conversation and turns it into a data gathering effort planned on the basis of certain targets. (Yıldırım and Şimşek, 2005, p:119-120).

In this study, interviews were carried out with the company representatives on the basis of predetermined questions that are detailed and focused on problematic areas which stands out within businesses.

The field study includes the hotels and travel agencies located in Gaziantep. Interviews have been carried out with the authoritative representatives within these enterprises. 20 of these participating agencies are Group A travel agencies. Three of them are 4 star hotels. Two of them is 5 star. The average duration of interviews were half an hour. The interviews were recorded by taking notes. Afterwards, the data acquired through interviews have been analyzed.

FINDINGS

As a result of the overall assessment of the interviews conducted with participants representing hotel and travel agencies, we tried to evaluate the role and importance of internet use in the development of companies within the tourism industry.

Determining the Reason of Internet Usage by Travel Agencies and Hotel Companies

It is possible to say that all the companies interviewed use the internet for 5 years in average. Travel agencies generally use the internet in domains such as ticket sales, hotel booking and renting cars. Hotel companies expressed that they need internet access all the time.

Travel agencies and hotel companies in the tourism industry have WEB pages. However, when we take a look at the frequency of updates made on WEB pages we can say that, in comparison with hotel companies, travel agencies tend to perform updates more frequently. While travel agencies perform updates on a weekly or monthly basis hotel companies make these updates once in every 6 months or once in a year.

The justification of travel agencies and hotel companies participated in the study for creating WEB pages can be listed as follows:
1. Reaching more customers,
2. Reaching to customers more easily and fast,
3. Making it possible for customers to easily contact with the companies,
4. Reaching out to the customers who cannot be contacted face to face
5. Advertising
6. Promotion

When we examine the information included on WEB pages; address, phone number and other contact information are included on the WEB pages of companies. However it can be seen that sale prices and policies and the applicable promotions are not included.

Determining the Role of the Internet in the Development of Travel Agencies and Hotel Companies

The companies in tourism industry make use of the internet quiet extensively. Although travel agencies usually carry out reservation procedures via phone. Hotel companies carries out most of their reservation procedures through the phone while partially using fax.

With regards to the travel agencies participated in the study, we can say that the use of internet considerably increases their sales activities. However it is not possible to say that there is a considerable increase with regards to hotel companies.

It can be said that using the internet has no cost reducing effect for tourism companies.

According to the opinions of the participants, we can indicate that the use of internet increases the profit margin.

Word of mouth marketing through previous customers is the most efficient marketing distribution channel that the tourism companies make use of. '' The best advertisement is a walking advertisement.'' ''The customer expresses his/her own opinion with no commercial concern.''(Company A) '' Word of mouth feedback is carried out.'' (Company B)

As the second best one, we can consider WEB pages and e-mail. Also it is possible to say that brochures and catalogs have lost their importance in terms of advertising in the tourism industry. ''We can say that catalogs lost their importance in recent years because of WEB pages.'' (Company C)

RESULT AND SUGGESTIONS

This study has been carried out to determine the role and importance of internet in the development of tourism companies. Within this framework, the results of the field study can be summarized as follows;

1. All of the tourism companies use the internet applications. However both travel agencies and hotel companies regard the internet as a means of communication rather than marketing. Reasons for creating web pages such as "Reaching out more customers, Making it possible for customers to easily contact with the companies" supports this approach as well. When travel agencies and hotel companies use the internet for marketing purposes, they can boost their competitive power both within the country and abroad as well as reduce the costs of their businesses. Considering the internet with such a purpose can provide organizations important opportunities.

2. A great number of accommodation and travel agencies around the world perform their reservation and sale procedures vie the internet. In this study, all tourism companies use the internet and have web pages. However, the result of this study suggests that the companies' reasons for creating web pages do not include significant factors such as facilitating reservation and sales. Studies suggest that the most important reason for customers to avoid purchasing via the internet is distrust. On the event that travel agencies and hotel companies can ensure the required environment of trust, they can reduce their costs, maintain their presence and have the opportunity of growing further.

3. The internet is considered as the most efficient marketing distribution channel that the tourism companies make use of. Ear-to-ear advertising of previous customers is emphasized as the most efficient channel. The internet is considered as the second most efficient channel. On the other hand, it is not possible to say that catalogs and brochures bear any importance as marketing distribution channels. If travel agencies and hotel companies manage to consider the internet as the primary marketing distribution channel they can improve their chance of growth.

The data of this study has been acquired by conducting interviews with the representatives of 25 organizations in a limited area. Therefore suggesting that these findings represent the general situation might not be a correct approach. However, it can contribute to the limited literature on the subject matter that is currently available.

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THE EFFİCİENCY OF HUMAN RESOURCES IN SCHOOLS, THE ADEQUACY OF THE CONTROL OF THE SCHOOL PRİNCİPAL

Zuhal Ince

ABSTRACT

Schools are intended to achieve general and specific objectives of the education system. The objectives of these organizations to ensure their functionality in line with specific program planning, peer guidance and control. Provide a mechanism to control the level of the realization of the objectives. Emerging technology and changing the structure of society leads to a differentiation in the purpose of the school. In schools with this differentiation in the process of learning brings changes. Schools with feedback control mechanisms to achieve objectives while maintaining the assets they receive from the learning process of re-editing. Audit and the development cycle continue in this manner. There are school principals in schools of management at the beginning of the function. Put out the principal objectives to what extent have achieved that with the control. The validity of the research of the Working Group have been adhered to for the answers. With this research in the educational process of the school principal and teacher perceptions of the administrator controls for the control and development capabilities, it is aimed to reveal. School administrators; education and training controls in the planning, the implementation of the educational process, professional qualifications and adequacy in the size of individual features their own perceptions of principals ' perceptions of teachers of the same dimensions as lower than that. Teachers, school administrators, audit managers, the competencies themselves from even higher of seeing the cause should be investigated.

Keywords: The principal, instructional leadership, audit, qualification

Introduction

Emerging technology and changing the structure of society leads to a differentiation in the purpose of the school. In schools with this differentiation in the process of learning brings changes. Schools with feedback control mechanisms to achieve objectives while maintaining the assets they receive from the learning process of re-editing. Audit and the development cycle continues in this manner. There are school principals in schools of management at the beginning of the function. Put out the principal objectives to what extent have achieved that with the control. To reach the overall goals of the School of the training program effective way to prepare and organize during the academic year needs to be controlled (Başaran, 1994). Management actions to accomplish the goals you have are concerned with an organization (Duman, 2005). The work of school administrators has been leading the process of teaching. Time in the classroom, in the hallway, in the garden and pass between the student, the teacher and the students in that school will send out a message of what is important (Özden, 2000). Keeping up with the overall purpose of the training efforts in a manner to adapt to society is to help individuals who are healthy and effective (Varış, 1998). In schools, the messages are presented to students in many ways direct and indirect. Formal program of teaching in the content areas of these messages implicit program when taught in a clear and conscious way confidential and are performed unconsciously under the law (Tezcan, 2005). The teacher in school organizations, organizing the learning environment, to coordinate the other elements of training, selecting appropriate training methods stimulate students to learn has played important roles in human relationships as being (Akçay, 2000). The impact in terms of the duty of the school management process, by

coordinating the actions of teachers every potential organizational objectives by directing the occupational Forces, is to regulate the interactions of the teachers in the school. The administration of the school principal to fulfill such a task must be planted on the teachers of my strength (Başaran, 1982).TheresearchProblem; the efficiency of human resources in schools for administrators and teachers ' perceptions of their adequacy in the control of the school principal to what?

The Aim Of The Research

Changes in the assignment of school administrators with school administrators on a mission for four years, they will come. With the recent changes, many school administrators have begun the task of considering the place and importance of the control in achieving the objectives in terms of the principal of the school questioned the sufficiency of control has been raised. With this research in the educational process of the school principal and teacher perceptions of the administrator controls for the control and development capabilities, it is aimed to reveal. A descriptive study of administrator and teacher perceptions on the effectiveness of the control of the school with the principal is important for the development of new methods and approaches.

Methods

To achieve the goals of the survey face to face interview and semi-structured interview form was prepared and qualitative data collection methods were used; a qualitative process was followed for the emergence of perceptions and events. The validity of the research of the Working Group have been adhered to for the answers.

Qualitative research methods, events, and phenomena are observed in their natural environment. In this context, who believes that reality is multiple and socially structured qualitative researchers while investigating the natural environment by studying people in social events where they occur does her research (Yıldırım and Şimşek, 2005).The workgroup I interviewed for this research; in the academic year 2014-2015 headmaster and school teachers who served in the province of Turkiye 35 a total of 70 persons.

Findings-Discussion

The adequacy of the control of the school principal regarding what kind of applications they are in the responses to the questions were analyzed. In the survey, managers of Education and training in the control of the planning, the implementation of the educational process, vocational qualifications and for individual properties by comparing administrator and teacher perceptions are discussed.

Table 5. School principals in the planning of Education" adequate and areas that need improvement

Education Planning Control Fields	Director qualification	Director open development	Director qualification	Director open development
1. Planning to use the time efficiently,	25	**10**	30	**5**
2. Reflect the principles and practices of the plan and purpose of Turkish national education,	22	**13**	31	**4**
3. By taking Student Center prepare lesson plans,	27	**8**	31	**4**
4. Take into consideration individual differences in the lesson plan,	22	**13**	33	**2**
5. The gains of the lesson plan goals and know what	30	**5**	33	**2**

will happen,				
6. The activities in the lesson plan to suit the purpose you specify	29	**6**	32	**3**
7. The methods and techniques suitable for the purpose in the lesson plan specify	25	**10**	32	**3**
8. Resources and materials that you will use in your lesson plan you specify	25	**10**	31	**4**
9. How to use information and communication technologies in the lesson plan to the place,	24	**11**	33	**2**
10. In the lesson plan specify the activities to be performed.	26	**9**	32	**3**

According to data obtained in the research, the majority of the school principal, specifying the topics they need for themselves despite the development of "control of educational planning" in the field are sufficient. The comparison of data obtained from the teachers, the school principal, the principal opinion appears to be against what they see as enough.

Table 6. School principals "education and training in the control of" adequate and areas that need improvement

Education Control Fields	Director qualification	Director open for developmen	Director qualification	Director open for developmen
1. The cleanliness of the teaching environment and take necessary measures for ventilation,	32	**3**	32	**3**
2. The arrangement according to the type of their activities on the learning environment,	29	**6**	31	**4**
3. The physical conditions of the learning environment (temperature, light, sound, etc.) to support learning arrangement	27	**8**	32	**3**
4. To facilitate learning, suitable material, resource, and the characteristics of the students to choose the kind of activity you consider	26	**9**	31	**4**
5. Course to provide tools for the care of the ready to use keep	26	**9**	33	**2**
6. Information and communication technology developments in the course ofreflect	29	**6**	32	**3**
7. The effective use of technology resources to teach and model these things.	29	**6**	31	**4**

School principals "education and training in the control of" areas most in need of development; "suitable material to facilitate Learning, Resource, and activity to consider the characteristics of the students to choose the kind of course, to provide for the care of tools, ready to use to keep the learning environment the

physical conditions (temperature, light, sound, etc.) organize to support learning, are similar. The teachers on the learning environment the arrangement according to the type of their activities, learning to facilitate suitable material, resource, and the characteristics of the students to choose the kind of activity to consider, be a model for the effective use of technology resources and teach them," the warden is needed for the development of say that. School principals and teachers their opinions than "suitable material to facilitate Learning, Resource, and activity to take note of the characteristics of the students to choose the kind of" in between through most of the subject, although not the same intensity. Repeated the intensity of the other issues between the two groups in the same direction.

Table 7. Professional qualifications of the school principal in the control of" adequate and areas that need improvement

Professional Qualifications Control Fields	Director qualification	Director open development	Director qualification	Director open development
1. Custom field education programs and practices reflect the principles and approach purpose of plan,	28	**7**	33	**2**
2. Imparting to students the learning that is required in the private area, pathways,	22	**13**	33	**2**
3. The custom field in the theories, principles and concepts in a format that students understand transfer,	28	**7**	30	**5**
4. The content, in a phased manner according to the characteristics of the subjects ranking	27	**8**	34	**1**
5. The subject matter of the class previous association with the matter	29	**6**	32	**3**
6. Mirroring the development of special academic programs, with teachers (philosophy, theory, approach...),	21	**14**	32	**3**
7. In the process of Education guidance tone of voice, gestures and facial expressions to use effectively.	31	**4**	33	**2**

Development of school principals the areas that need it most; "custom field with the development of the teachers education programs mirroring (philosophy, theory, approach...), the custom field that is required in the learning pathways to students, imparting the content in a phased manner according to the characteristics of the subjects ranking " as Marshal. 5 teachers of the person "in the special field of the theories, principles and concepts in a format that students understand transfer," the warden is needed for the development of say that. School principals and teachers to focus their opinions on the same subject.

Obtained in the research according to the school principal saying in response to that need improvement in the control of the majority of professional qualifications in the same field

themselves are sufficient. Compared with the views of the teacher; teachers, principals, the Superintendent than there are views in the direction of what they see as adequate.

Table 8. School principals "individual characteristics" and areas that need improvement in terms of sufficient

Individual Properties Control Fields	Director qualification	Director open development	Director qualification	Director open development
1.Management studies, acting in accordance with social and professional ethical values,	29	**1**	33	**2**
2. Paying attention to personal health,	34	**1**	29	**6**
3. Use a format appropriate and understandable the rules of the Turkish language,	29	**3**	32	**3**
4. Be technology literate,	32	**6**	32	**3**
5. Use the techniques of effective questioning that promotes higher-order thinking skills,	28	**7**	30	**5**
6. Respect in speech and behaviour give place to items,	33	**2**	30	**5**
7. Teaching - learning process in efficient use of time.	32	**3**	32	**3**

Development of school principals the areas that need it most; "that promotes higher-order thinking skills use effective questioning techniques, the use of the rules of the Turkish language in a way appropriate and understandable, thereby enrichment" as Marshal. Teachers "personal health, paying attention to higher-order thinking skills that promotes effective use of questioning techniques, speeches, and behavior in respect to items and give them a place in " the warden is needed for the development of say that. School principals and teachers their opinions than "use the techniques of effective questioning that promotes higher-order thinking skills" when it comes to common condensation is observed.

Obtained in the research according to the school principal, the majority of managers "individual characteristics" in terms of enough to see themselves. However, the rate of Directors in the opinion of the teacher, although not as much "paying attention to personal health", "respect in speech and behavior give place to items" according to the Director of the need for the development, it is seen that more is repeated.

Results

1. Teachers the principal of the school controls are adequate.

2. School administrators; education and training controls in planning, training-educationthe implementation of the professional qualifications, their assessment of sizes regarding the perceptions of principals lower than teachers ' perceptions of the same dimensions.

3. Teachers "individual characteristics" in terms of directed to the school principal; "speeches, and paying attention to personal health and behavior in respect to items and give them a place to" negative perceptions about it.

4. Located in the archives of the President of the education inspectors, school in many audit notification what should administrators do to control the course of in the direction of do and it doesn't there are substances, and again are seen almost every year as teachers have adequate controls to see a lot of opinions outweigh the principal of the school.

Suggestions

1. The control of school principals and teachers what is it? Uncovering perceptionsorder, get work done,

2. Teachers, school administrators, the audit competencies of managers from themselvesmore high of seeing the cause should be investigated.

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WHAT IS FAMILY PLANNING? FAMILY PLANNING IN TURKEY

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Healthcare Management

ABSTRACT

Being accepted as the smallest unit and block of the community, family is undoubtedly is one of the most crucial factors that create a community. Basic unity that is formed by mutual interaction and relationship within family provides maintenance to the life. Due to the fact that bearing a child is easy, providing a good future is difficult. That's why, family planning keeps its importance in medical services. Family planning offers opportunities to the families in order to choose the most suitable family planning for them. Population increase directly impacts medical circumstances in terms of nourishment, sheltering and other needs which are a must to keep living. Thanks to family planning, not only pregnancies that are to happen so often in wrong times, but also negativities that might happen in child and mother health resulting from continual bearings can be precluded. Family planning services are being given throughout the country. As in the other medical units, in family planning units, there appears to be differences according to the features such as cultural, social and topographic ones that affect life quality. In our country, mother-child health, community health centers, family planning centers and hospitals, which are affiliate to the Ministry of Health, offer family planning services. Family planning services in our country is getting more and more common. Families are going to reach success in terms of family planning subject, through effective contraceptive modern methods. Intervention circumstances to implement effective modern methods (educated staff, materials, etc.) can be accessed only by organizing a good medical method extending over the parts of the country too difficult to reach.

Key Words:Family, Health,Family Planning ,Population Density

INTRODUCTION

The role of the family planning is considerably crucial in preventing unwanted pregnancies in Turkey. Though economic opportunities and natural resources are little in a country, if the population is increasing rapidly, a family planning must be effectively implemented in that country. As long as implementing an effective family planning, it is seen that there is decrease in mother and baby deaths.

WHAT IS FAMILY PLANNING?

Limiting number of children doesn't mean family planning. If we are to make a general definition of family planning; (http://hasuder.org/anasayfa/index.php/uereme-sagl-g/163-nuefus-politikalari-aile-planlamasi-ve-duesuekler-hasuder-uereme-sagligi-grubunun-goeruesue)

Family planning is that families have the number of children whom they can meet their material and nonmaterial needs whenever they wish, in other words, those whom they can look after and prepare for the future.

Family Planning Services in Turkey:

By implementing family planning properly on time and transferring genetic features to later generation results in both maintaining the lineage and accomplishing the main goal of breeding (Turan ve Cömert, 2005).

That women are aware of family planning and that the sources they are informed by and the methods they used during post-bearing must be done completely Erenel, Kavlak and Bingöl (2011, p.69)

Majority of the married women know at least one family planning in Turkey (Duman, 2005, p.11).

Among married women, usage of modern family planning methods is implemented in all education levels (Ergöçmen, Hancıoğlu, Ünalan, 1995).

And upon the development the industry, as a result of increase of women participation in work life, we see that the wish they want a child decreases (http://www.pasulya.com/aile-planlamasi-nedir-onemi-nedir).

Family planning in Turkey is implemented in each step by both public and private sector. It is provided by all medical staff who have been educated with regard to consultancy services. RIA application: Doctor, midwife, nurse, ob/gyn who are certificate holder. MR application: ob/gyn. He/she must be certificate holder in consequence of his/her education. Vasectomy: Doctor who obtained his/her certificate after an education, urologist. Tubal ligation: can be implemented by general surgery specialist and ob/gyn (http://ailehekimligi.gov.tr/ana-cocuk-sal/281-aile-planlamas.html).

POPULATION DENSITY AND FAMILY PLANNING

Family is a self-renewing and communal organism (Turinay, 1996, p.32).

Population growth speed, From the foundation of the Republic to 1965, we see that supportive policies had been implemented. Population planning passed to anti-natalist policy after usage of setting family planning method free in the law no 557.

In the second act that regulates law no 2827 family planning, it is stated that the innovations that it brings has importance in inter-sectors cooperation. Yet, today, cooperation is not completely performed (http://www.sagliksifa.com/332-Aile-Planlamasi.html). Increases and decreases in the population is of particular concern to executives and scientists in all countries (Fişek, 1971).

Decrement of fertility in Turkey that has a young structure hasn't changed that structure very much (Cerit, 1989, p.80).

Service utilities should be created by taking population density in the area in which work is performed and planning it. Public education and mass Project will have importance in regions where many problems are located for service experts. Also, by benefitting mass media tools, it will give importance to reaching people methods. In regions where population density is low, the contribution of home visits will be more. There will be opportunities for fast home screening by lots of staff, sufficient number to the population in other words (Tomanbay, 1992, p.171).

THE GOALS OF FAMILY PLANNING

Preventing women's health in danger, by precluding that they frequently give births. Precluding unwanted pregnancies. Supporting those who want to have a child. Getting women informed about the drawbacks of being pregnant at very young or very old age and taking precautions. Getting women and men at fertile period informed about how breeding happens and how birth control is implemented.

Getting family members informed about contagious diseases and genetic diseases. Informing the mother about suitable age to give birth. Informing families for children to grow up in healthy way. Informing people about that they not have children at the number they want but that number they can look after. Helping infertile couples about them having children.

WHERE ARE FAMILY PLANNINGS ARE SERVED?

Maternal and infant health and family health and family planning centers have importance of supplying these services to public. (condom, KOK, spermicidal) pharmacies play a significant role in supplying pregnancy-preventive methods to public. Nurses and midwives take in charge as educator, consultant, researcher and practitioner in presenting family services

during home visits, which is one of the clinic-based and community-based services. Commonly, services are also given in family planning clinics in public and maternity hospitals (http://ailehekimligi.gov.tr/ana-cocuk-sal/281-aile-planlamas.html).

CONCLUSION:

Rapid population growth impacts countries economically in a country in a negative vay. By getting the community informed through family planning, sufficient opportunities are provided by slowing population growth down. Consequently, a more qualitative and developed community is formed. For a healthy generation, an effective family planning should be implemented and we must carry our country to those among healthy, well-educated, happy and those the economic opportunities of which are increased (http://www.derszamani.net/aile-ve-nufus-planlamasi.html#).

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EXAMINATION OF THE RELATIONSHIP BETWEEN LOCUS OF CONTROL AND SOCIAL CAPITAL LEVELS OF CIVIL CERVANTS IN TERMS OF SOME VARIANCES

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ABSTRACT

The aim of this research is to examine civil servants' locus of control and levels of social capital in terms of certain variables. The research sample is consisted of totally 654 civil servants—425 (65%) of them are male and 229 (35%) them are female—who work at public institutions in Kayseri province. The Locus of Control Scale and the Social Capital Scale was used as instruments in the research. As a result of the data analysis, a difference was found between civil servants' locus of control, participation in local committee, neighborhood relations, and sense of belonging to somewhere, tolerance for diversity, membership of non-governmental organizations, trust-human, trust-environment, and social representation according to their terms of employment at their institutions. No difference was found between their initiatives on social topics according to their terms of employment at their institutions. In addition, a difference was found between civil servants' locus of control, participation in local committee, neighborhood relations, sense of belonging to somewhere, tolerance for diversity, membership of non-governmental organizations, trust-human, trust-environment, and initiative on social topics according to their age. No difference was found between civil servants' locus of control and social representation according to their age. A significant relationship was also found between civil servants' locus of control, participation in local committee, neighborhood relations, sense of belonging to somewhere, tolerance for diversity, membership of non-governmental organizations, trust-human, trust-environment according to their status of union membership. No significant difference was found between civil servants' locus of control and initiative on social topics according to their status of union membership. In the sub dimension of locus of control scale and social income scale there was a negative and significant relationship found in local committee, neighborhood relations, and sense of belonging to somewhere, tolerance for diversity, membership of non-governmental organizations, trust-human, trust-environment, and social representation. It is thought that the acquired findings will shed light on social capital studies.

Keywords: Social capital, control, civil servant

INTRODUCTION

Individuals who are the major part of the working life could affect the management process and working organizations importantly by their personal characteristics. Basically different personality type is derived from individuals' different reactions for the coincided issues (Bernardi, 2001). Individiuals that think reasons of the issues are under controll of them reach to success; individuals that consider the reasons of the issues on external factors such as; chance,

destiny will fail to reach success (Zullig, Pun and Huebner, 2007). Locus of control notion carries value in terms of consisting a society that is with individuals' managing theirself, being in the conscious of role of the social processes and responsiblity (Tümkaya, 2000). Locus of control, according to personality characteristics, is defined as structure of a personality type that trust himself and others less and be passive, resists to the begative effects that are derived from the environment tha individual has (Branholm, Fugl-meyer and Frölunde, 1998; Şeşen, 2010). Individuals have different characteristic types depend on whether they have inner and external locus of control or not.

Individuals with inner control; are determined to show much more resistance towards negative effects, they are being more effective in social issues, strongly react to the restriction of their personal freedom, perceive themself more effective, be reliable and independent (Basım and Şeşen, 2006), can burden much more personal responsiblity (Şengüder, 2006),) they can make well connection with their environment, they have free behaving types (Yeşilyaprak, 2004), they can deal with environment well (Yaşar, 2006) and they can make good connection with being social (Çoban and Hamamcı, 2006).

Individuals with external locus of control; have the belief that they do not have control on the environment, they have hopelesness emotions (Basım and Şeşen, 2006). They trust other people less and avoid from taking risks (Çoban and Hamamcı, 2006), letting the thing happen in their way (Yesilyaprak, 2004) and in the frindship relations they are being more anxious, passive and suspicious (Ulutaş, 1999; Aydınay, 1996).

Individuals that are with inner control focussed in both professional and social life have high motivation, succesful to overcome the stress and their loyalty to the work is high. This situation takes the individual to the success especially the ones that are with inner locus of control in their working and social life (Çetin, 2011; Şengüder, 2006; Yaşar, 2006).

To be successfull people see the working environment that will make them happy and the colleagues that will show respect and like them and consider all of these notions inevitable. This kind of integration such as working environment and colleagues are important factors for workers wokring and social life (Altay, 2007). Workers need to connection and collaboration, support and trust, belonging emotion, fairness and honoring. These are considered as social capital. Social capital are the commuties that are the connections workers make with each other and showin activity based on collaboration (Cohen and Prusak, 2001; Van der Gaag, 2005). Social capital; is a social content based notion that aims put forward the countries' economical activites and social life's activites forefront (Özdemir, 2008). Social capital is defined as coordinated events (Putnam, Leonardi and Nanetti, 1993) trust that will able to increase the social activity (Anthias and Cederberg 2009; Nooteboom, 2007),organizations that are consisted by norm and social networks (Fukuyama 1995; King and Furrow 2004) and total of the social relations (Kawachi Kennedy, Lochner and Prothrow-Stith 1997).

Trust which is one of the most important notions of social capital is held as the mandatory provision of social capital and the beginning point (Johnston and Soroka, 2001). Thanks to this, trust have lower the duty of transaction cost between organization, providing collaboration among organization members, creating volunteering for special attitudes, over developed role attitudes, making easier obeying the organizational rules and lowering the conflicts (Cohen and Prusak, 2001; Boschma, 2005). Organizations that the people trust each other, identified with each other and depend on each other with strong social connections and this way leads to healtier structuring (Özcan, 2011) and more productivity is expected (Ahuja, 2000). When people feel being trusted their motivation increases, work with enthusisasm and excitement (Maurer and Ebers, 2006; Barchan, 2000).

People can make easier the works that they can do or not with the need of making big effort by theirself through making mutual relations. These relation Networks firstly connect families to each other and characterize neighbors, school, friendsips or vocational unities (Kapu, 2008). These communication network that they make will be their social capital savings. Existence of social capital letting people succesful, happy and healthy on individual linear; it also consists socities that are with reliable, healthy, cultured and well managed on social linear (Castle, 2002).

Quantity of the acquired social capital effectively depend on social networks' size. In the subject of putting the non governmental organizations or society on the relations level together, existence of organizations with high participations effect the social capital level (Dasgupta and Serageldin 1999; Field, 2006). High amount of participation of the community means, in that society social capital amount will be much (Şan, 2007). Citizens' participations to the country and local administration, coming together for economical or political unity are the specificative thing for that society's social capital level. (Tüysüz, 2011). Creating of an effective political system and develeompent of it and in the development of a continuous economic prosperity social capital grabs attention (Aydemir, 2011).

They determined that social capital has a permanent effect on every part of human's life and depend on; decrease in the crime rates (Putnam, 1995), state's more productive working (Knack ve Keefer 1997), in lowering of corruptions (Fukuyama, 2000), costs of transactions depend on reliability (Coleman 1998), increasing of success in education (Wilkinson 1996), regulation of income distribution (Whiteley 2000), fastening of the economical expanding `Temple and Johnson 1998` all of these have positive effects. At the same time social capital help to find beter working opportunities (Granovetter, 1995), early promote (Burt, 1997), making collaborative working easier (Bolino, Turnley and Bloodgood, 2002; Schuller, 2000).), helping each other in the organization and changing of inner resources (Field, 2008), creating of intellectual capital and spreading of information in the organization (Nahapiet and Ghoshal, 1998) and increasing of organizational flexiblity (Leana and Van Buren, 1999).

Experiencing of the coruption of social unity and trust areas in the society is experienced the same in the organization level and this situation effeects working environment, productivity and decisions (Smith, 1998). Relationships that is seen as reliablity and collaboration in the organizations can be power and used for giving service to the profit environments (Hardy, Phillips and Lawrence, 1998). When the power imbalances are specific especially in the structure of social relations, ecomomical utilities which can be acquired thanks to social capital there will be decrease or only one specific group takes opportunity at the risk of whole country's economical passivity (Lin, 2005). A decrease in the non governmental organization foundation or participation, undervelepoling of communication networks, social and economical inequality will lead to national or regional backwardness and it makes the social capital facility difficult. (Tüysüz, 2011; Özcan, 2011; Demirhan and Karagül, 2001).

To have an effective utility from social capital first there should be a nice analysis of effectivity conditions of human capital and social capital that is evaluated as the level of working person's knowledge and skill (Karagül and Masca 2005) . It is because in a society where there is no social capital and underdeveloping of social responsibility human capital can not be used for the good of individual or social profit it can be used to the detriment of them. In the light of these studies, it is thought that relationship of locus control of the civil servants and social capital levels are needed to be examined and it is important for working life, social development and change.

METHOD

Population of this study which was done in accordance with relational scanning model is consisted of civil servants who work in Kayseri. Sample of the research is consisted of 425 male (65%), 229 female (35%) totally 654 civil sevants that were determined with random sampling method.

Data Collecting Tools

1-Personal Information Form: Personal Information Forms was used to gather information about workers' personal charactersitics that were included in research and the resource scanning was used, expert thoughts was asked and also it was conisted of questions depend on independent variances related to examination subject. Personal Information For, which was developed by researchers, used in accordence with the independent variances that are suitable for the resarch and suitabl for the aim of the study.

2-Rotter Inner-Outer Locus of Control Scale

Locus of Control Scale is a forced-choice survey that is consisted of 29 articles and developed by Rotter (1966) to measure the genereal expectations of the differences of perceptions that are determined with talent, chance and destiny. 6 of these articles are consisted of filling, 23 of them consisted of preferred statements that are belonged to inner and outer beliefs. In this scale the highest point is 23, the lowest point is 0. Each article included two each choice in the type of forced answering. For example (2.a), unhapinesses of the people are somehow depended on mischances. (2.b) mischances of the people are the result of their mistakes (Dağ, 1991). In the scale while 23 article are taken into account 6 articles are mot taken intop account for it is used to hide the aim of the scale that is as a filling substance (Filling substances: 1,8,14,19,24,27). Also while (2,6,7,9,16,17,18,20,21,23,25,29) articles' (a) choices taking 1 point (3,4,5,10,11,12,13,15,22,26,28) articles' (b) choices takes 1. Beingh high of the acqured points indicates to the outer locus of control's belief, and being low indicates that it has the belief of inner locus of control (Savaşır and Şahin, 1997). In Turkey DOÖ's reliablity and validity study was done by İhsan Dağ (1991). RElibality validity studies that are done on the university students the test-repeatence reliablitiy coefficient number was found .83, Cronbach Alpha inner consistency coefficient was .70 and the reliablity coefficient number that was caluclated by Kuder-Richardson 20 formula was found .68 (Dağ, 1991). Scale is also suitable for the group application about individual's own answering. There is no time limitation for the application.

3- Social Capital Scale: Validity and reliablity study of the Social Capital Scale for the Turkish society which was developed by Onxy and Bullen (2000), and applied by Ardahan (2012). When an explanatory factor analysis was used to the Social Capital Scale that was consisted of 34 articles, articles were grouped in 12 factor and six articles were omitted due to different reasons and rest 28 articles were subjected to explanatory factor analysis again after varimax rotation done factors were gathered in totally nine sub dimensions and Kaiser-Mayer-Olkin Sampling Sufficiency Measuring was found 0.687, Bartlett Globularness test was found as $p<0.05$.Sub dimensions of the Scale **"Participation to the Local Committee"** article numbers; 1, 2, 5, 6 and7, **"Neighborhood Relationship"**, article numbers; 18, 19, 20, 21 and 22. **"Belonging to somewhere"**, article numbers; 25, 26, 27 and 28. **"Tolerance to the Dissimilitude"**, article numbers; 23 and 24. **"NGO Membership"**, article numbers; 3 and 4. **"Trust Human"**, article numbers; 14, 15 and 17. **"Trust Environment"**, article numbers; 13 and 16. **"Initiative on Social Issues"**, article numbers; 9, 10 and 11. **"Social Representation"**, article numbers; 8 and 12. New form of the Scale and Cronbach's Alpha coefficient was found as 0.711. This value shows that Scale is statistically at enough reliablity. When these findings and results are considered it is possible to be said that it is a reliable scale for the Tukish population.

Analysis of the Datum

Datum that was acquired in the research to see the relationship of the variances with each other descriptional statistics, t test and Pearson Product-Moment Correlation Coefficient techniques used for the analysis.

FINDINGS

Table 9. Test results related that if there is a difference or not on the locus of control and social capital levels according to working durations of civil servants' institutions.

	Working Duration	N	X	Ss	T	P
Locus of Control	0-10 years	291	35,33	4,16	-6,470	**,001***
	Over 11 years	363	38,00	5,98		
Participation to Local Committee	0-10 years	291	11,54	7,39	-1,077	**,000***
	Over 11 years	363	12,17	7,38		
Neighborhood Relationships	0-10 years	291	11,34	7,39	-1,042	**,000***
	Over 11 years	363	12,47	7,38		
Belonging to somewhere	0-10 years	291	9,57	5,27	-1,175	**,001***
	Over 11 years	363	10,06	5,32		
Tolerance to Dissimilitude	0-10 years	291	5,06	1,61	-,786	**,000***
	Over 11 years	363	6,06	1,59		
NGO Membership	0-10 years	291	6,16	1,61	-,761	**,000***
	Over 11 years	363	6,76	1,59		
Trust Human	0-10 years	291	7,68	3,30	-3,434	**,000***
	Over 11 years	363	7,95	3,30		
Trust Environment	0-10 years	291	6,11	1,61	-1,033	**,000***
	Over 11 years	363	6,57	1,59		
Initiative in the Social Issues	0-10 years	291	9,01	2,47	-,586	,831
	Over 11 years	363	9,63	2,46		
Social	0-10	291	5,95	2,10		

Representation	years				-,213	,000*
	Over 11 years	363	6,13	1,99		

When civil servants' locus of control points were examined according to their working durations, people whose working duration was 0-10 years their locus of control arithmetical average was (X =35,33), ones with 11 years and over working duration their arithmetical average was found (X =38,00). Between averages there was a meaningful difference found at (t= -6,470 p<.005) level.

When civil servants' participation to the local committee points were examined according to their working durations, people whose working duration was 0-10 years their participation to the local committee arithmetical average was (X =11,54), ones with 11 years and over working duration their arithmetical average was found. (X =12,17). Between averages there was a meaningful difference at (t= -1,077 p<.005) level.

When civil servants' neighborhood relationships points were examined according to their working durations, people whose working durations in the institutions 0-10 years their neighborhood arithmetical average was (X =11,34), ones with 11 years and over working duration their arithmetical average was found (X =12,47). Between averages there was a meaningful difference found at (t= -1,077 p<.005) level.

When civil servants' belonging to somewhere points were examined according to their working durations, people whose working durations in the institutions 0-10 years their belonging to somewhere arithmetical average was (X= 9,57), ones with 11 years and over working duration their arithmetical average was found(X= 10,06), between averages there was a meaningful difference found at (t= -1,175 p<.005) level.

When civil servants' tolerance to dissimilitude points were examined according to their working durations, people whose working durations in the institutions 0-10 years their tolerance to dissimilitude arithmetical average was (X =5,06), ones with 11 years and over working duration their arithmetical average was found (X =6,06), Between averages there was a meaningful difference found at (t= -,786 p<.005) level.

When civil servants' tolerance to NGO membership points were examined according to their working durations, people whose working durations in the institutions 0-10 years their NGO membership arithmetical average was (X =6,16), ones with 11 years and over working duration their arithmetical average was found (X =6,76) bulunmuştur, between averages there was a meaningful difference found at (t= -,761 p<.005) level.

When civil servants' trust human points were examined according to their working durations, people whose working durations in the institutions 0-10 years their trust human arithmetical average was (X =7,68), ones with 11 years and over working duration their arithmetical average was found (X =7,95), between averages there was a meaningful difference found at (t= -3,434   p<.005) level.

When civil servants' trust environment points were examined according to their working durations, people whose working durations in the institutions 0-10 years their trust environment arithmetical average was (X =6,11), ones with 11 years and over working duration their arithmetical average was found (X =6,57), between averages there was a meaningful difference found at (t= -1,033 p<.005) level.

When civil servants' initiative in social issues points were examined according to their working durations, people whose working durations in the institutions 0-10 years their initiative in social issues arithmetical average was (X =9,01), ones with 11 years and over working

duration their arithmetical average was found (X =9,63), between averages there was not a meaningful difference found at (t= -,586 p<.005) level.

When civil servants' social representation points were examined according to their working durations, people whose working durations in the institutions 0-10 years their social representation arithmetical average was (X =5,95), ones with 11 years and over working duration their arithmetical average was found (X =6,13). Between averages there was a meaningful difference found at (t= -,213 p<.005) level.

Table 10. Test results related that if there is a difference or not on the locus of control and social capital levels according to civil servants' ages

	Age	N	X	Ss	t	P
Locus of control	25-35	233	36,60	5,31	,292	**,002***
	36 and over	421	36,77	5,47		
Participation to the Local Committee	25-35	233	10,88	7,26	-2,983	**,000***
	36 and over	421	12,68	7,35		
Neighborhood Relationships	25-35	233	09,48	7,26	-3,681	**,000***
	36 and over	421	11,68	7,35		
Belonging to somewhere	25-35	233	8,77	5,14	-3,863	**,000***
	36 and over	421	10,43	5,30		
Tolerance to Dissimilitude	25-35	233	5,84	1,59	-3,491	**,001***
	36 and over	421	6,28	1,59		
NGO Membership	25-35	233	5,44	1,59	-3,376	**,001***
	36 and over	421	6,78	1,59		
Trust Human	25-35	233	7,24	3,28	-3,434	**,001***
	36 and over	421	8,16	3,27		
Trust Environment	25-35	233	4,03	1,59	-3,201	**,001***
	36 and over	421	5,90	1,59		
Initiative in the Social Issues	25-35	233	8,64	2,50	-3,052	**,002***
	36 and over	421	9,25	2,41		
Social Representation	25-35	233	5,80	2,02	-2,341	,020
	36 and over	421	6,19	2,04		

*p< 0.05

When civil servants' locus of control points were examined according to their ages people who are 25-35 their locus of control arithmetical average was (X =36,60), ones that their age is 36 and over their arithmetical average was found (X =36,77). Between averages there was a meaningful difference found at (t= ,292 p<.005) level.

When civil servants' participation to the local committee points were examined according to their ages people who are 25-35 their participation to the local committee arithmetical average was (X =10,88), ones that their age is 36 and over their arithmetical average was found (X =12,68). Between averages there was a meaninful difference found at (t= -2, 983 p<.005) level.

When civil servants' neigborhood relationships points were examined according to their ages people who are 25-35 their neighborhood relationships arithmetical average was (X =09,48), ones that their age is 36 and over their arithmetical average was found (X =11,38). Between averages there was a meaningful difference found at (t= -3, 681 p<.005) level.

When civil servants' belonging to somewhere points were examined according to their ages people who are 25-35 their belonging to somewhere arithmetical average was (X =8,77), ones that their age is 36 and over their arithmetical average was found (X =10,43). Between averages there was a meaningful difference found at (t= -3,863 p<.005) level.

When civil servants' tolerance to dissimilitude points were examined according to their ages people who are 25-35 their tolerance to dissimilitude arithmetical average was (X =5,84), ones that their age is 36 and over their arithmetical average was found (X =6,28). Between averages there was a meaningful difference found at (t= -3,376 p<.005) level.

When civil servants' NGO membership points were examined according to their ages people who are 25-35 their NGO membership arithmetical average was (X =5,44), ones that their age is 36 and over their arithmetical average was found (X =6,78). Between averages there was a meaningful difference found at (t= -3,491 p<.005) level.

When civil servants' trust human points were examined according to their ages people who are 25-35 their trust human arithmetical average was (X =7,24), ones that their age is 36 and over their arithmetical average was found (X =8,16). Between averages there was a meaningful difference found at (t= -3,434 p<.005) level.

When civil servants' trust environment points were examined according to their ages people who are 25-35 their trust environment arithmetical average was (X =4,03), ones that their age is 36 and over their arithmetical average was found (X =5,90). Between averages there was a meaningful difference found at (t= -3,376 p<.005) level.

When civil servants' initiative in social issues points were examined according to their ages people who are 25-35 their initiative in social issues arithmetical average was (X =8,64), ones that their age is 36 and over their arithmetical average was found (X =9,25). Between averages there was a meaningful difference found at (t= -3,201 p<.005) level.

When civil servants' social representation points were examined according to their ages people who are 25-35 their social representation arithmetical average was (X =5,80), ones that their age is 36 and over their arithmetical average was found (X =6,19). Between averages there was not a meaningful difference found at (t= -2,341 p<.005) level.

Table 11. Test results related that if there is a difference or not on the locus of control and social capital levels according to civil servants' union memberships

	Union Membership	N	X	Ss	T	P
Locus of Control	No	278	36,52	5,28	-1,189	,235
	Yes	376	37,03	5,50		
Participation to the Local Committee	No	278	11,02	7,30	-2,596	,000*
	Yes	376	12,53	7,40		
Neighborhood Relationships	No	278	10,30	7,30	-1,469	,000*
	Yes	376	12,53	7,40		

Belonging to somewhere	No	278	9,27	5,29	-2,353	**,001***
	Yes	376	10,26	5,27		
Tolerance to Dissimilitude	No	278	5,96	1,60	-2,196	**,000***
	Yes	376	6,24	1,59		
NGO Membership	No	278	4,31	1,60	-2,301	**,000***
	Yes	376	5,24	1,59		
Trust Human	No	278	7,47	3,28	-2,414	**,000***
	Yes	376	8,10	3,30		
Trust Environment	No	278	4,63	1,60	-2,109	**,000***
	Yes	376	5,42	1,59		
Initiative in the Social Issues	No	278	8,86	2,45	-1,549	,831
	Yes	376	9,16	2,46		
Social Representation	No	278	5,85	2,05	-2,127	**,000***
	Yes	376	6,19	2,03		

*p< 0.05

When civil servants' locus of control poitns were examined according to their union membership ones who are not member of union their arithmetical average was (X =36,52), and ones who are member of union their arithmetical average was found (X =37,03). Between averages there was not a meaningful difference found at (t= -1,189 p<.005) level.

When civil servants' participation to the local committee poitns were examined according to their union membership ones who are not member of union their arithmetical average was (X =11,02), and ones who are member of union their arithmetical average was found (X =12,53). Between averages there was a meaningful difference found at (t= -2,596 p<.005) level.

When civil servants' neighborhood relationship poitns were examined according to their union membership ones who are not member of union their arithmetical average was (X =10,30), and ones who are member of union their arithmetical average was found (X =11,35). Between averages there was a meaningful difference found at (t= -1,469 p<.005) level.

When civil servants' belonging to somewhere poitns were examined according to their union membership ones who are not member of union their arithmetical average was (X =9,27), and ones who are member of union their arithmetical average was found (X =10,26). Between averages there was a meaninful difference found at (t= -2,353 p<.005) level.

When civil servants' tolerance to dissmilitude poitns were examined according to their union membership ones who are not member of union their arithmetical average was (X =5,96), and ones who are member of union their arithmetical average was found (X =6,24). Between averages there was a meaningful difference found at (t= -2,196 p<.005) level.

When civil servants' NGO membership poitns were examined according to their union membership ones who are not member of union their arithmetical average was (X =4,31), and ones who are member of union their arithmetical average was found (X =5,24). Between averages there was a meaningful difference found at (t= -2,301 p<.005) level.

When civil servants' trust human poitns were examined according to their union membership ones who are not member of union their arithmetical average was (X =7,47), and ones who are member of union their arithmetical average was found (X =8,10) bulunmuştur. Between averages there was a meaningful difference found at (t= -2,414 p<.005) level.

When civil servants' trust environment poitns were examined according to their union membership ones who are not member of union their arithmetical average was (X =4,63), and

ones who are member of union their arithmetical average was found (X =5,42). Between averages there was a meaningful difference found at (t= -2,109 p<.005) level.

When civil servants' initiative in social issues poitns were examined according to their union membership ones who are not member of union their arithmetical average was (X =8,86), and ones who are member of union their arithmetical average was found (X =9,16). Between averages there was not a meaningful difference found at (t= -1,549 p<.005) level.

When civil servants' social representation poitns were examined according to their union membership ones who are not member of union their arithmetical average was (X =5,85), and ones who are member of union their arithmetical average was found (X =6,19). Between averages there was a meaningful difference found at (t= -2,127 p<.005) level.

Table 12.Corealtion analysis results related to cicil servants' locus of control and social capital levels.

		Locus of Control	Participation to the Local Committee	Neighorhood Relationships	Belonging to somewhere	Tolerance to Dissimilitude	NGO Membership	Trust human	Trust Environment	Initiative in the social Issues	Social Representation
Participation to the Local Committee	R	**,100***									
	P	,000									
	N	654									
Neighorhood Relationships	R	-,100	**1,000**								
	P	,011	,000								
	N	654	654								
Belonging to somewhere	R	**-,101***	**,861***	**,645***							
	P	,001	,000	,000							
	N	654	654	654							
Tolerance to Dissimilitude	R	**-,089***	**,931***	**,832***	**,642***						
	P	,002	,000	,000	,000						
	N	654	654	654	654						
NGO Membership	R	**,073***	**,453***	**,391***	**,443***	**,953***					
	P	,000	,000	,000	,000	,000					
	N	654	654	654	654	654					
Trust human	R	**,085***	**,979***	**,675***	**,976***	**,925***	**,917***				
	P	,000	,000	,000	,000	,000	,000				
	N	654	654	654	654	654	654				
Trust Environment	R	**,080***	**,843***	**,791***	**,939***	**,983***	**,991***	**,841***			
	P	,000	,000	,000	,000	,000	,000	,000			
	N	654	654	654	654	654	654	654			

Initiative in the social Issue	R	**-,001**	**,853***	**,795***	**,831***	**,729***	**,690***	**,931***	**,948***		
	P	,000	,000	,000	,000	,000	,000	,000	,000		
	N	654	654	654	654	654	654	654	654		
Social Representation	R	**-,070***	**,765***	**,703***	**,800***	**,601***	**,746***	**,733***	**,786***	**,646***	
	P	,000	,000	,000	,000	,000	,000	,000	,000	,000	
	N	654	654	654	654	654	654	654	654	654	

*p< 0.05

When Table4 is examined, locus of control and sub dimensions of social capital of civil servants' the relationship between participation to the local committee, neighborhood relationships, belonging to somewhere, tolerance to dissimilitude, NGO membership, trust human, trust environment, initiative in social issues, and social representation were examined.

There was not a relationship found between locus of control and neighborhood relationships (r -,100 p<.011). There was a positive and meaningful relationship found between in locus of control and participation to the local committee (r ,100 p<.000), NGO membership, (r ,073 p<.000) trust human (r ,085 p<.000) and trust environment, (r ,80 p<.000).

There was a negative and meaningful relationship found between locus of contro and belonging to somewhere (r -,101 p<.001) tolerance to dissimilitude, (r -089 p<.002) initiative in social issues (r -,001 p<.000) and social representation(r -,070 p<.000).

DISCUSSION AND RESULT

In this study, in the examination of locus of controls and social capital levels that civil servants use and if the civil servants are member of union or not there was not a meaninful difference found. Aktaş (2008) determined that there was a meaningful relationship between locus of controls and organizational citizenship attitude, Çetin (2011) determined that public servants who use inner locus of controls behave effectively in the expanding of their personal networks. Researchers' these studies show similarity with the finding of the research.

When public servants' locus of controls were examined according to age variances it was found that public servants that are 36 and over ages use their inner locus of controls at a meaningful level more than servants that are 35 and under ages. Çinko (2009), Tükel and Gök (1996) in their studies they determined that public servants that are at middle age and over they use their inner locus of control in their relationships. Researchers' these findings likely support the result of research.

When civil servants' locus of controls were examined according to duty year variance, in a same institution it was determined that there was a meaninful difference between servants that work 11 years and over and servants that work 10 years and lesser. It was determined that public servants that work in a same institution 11 years and over, they use inner locus of control at a higher level. In a study that was done by Şençağlar (2009), he determined that servants with higher seniority use inner locus of control in their relationships.

There was not a meaningful relationship found among the sub scale points of `Neigborhood Relationships` which is used by public servants and the sub dimensions of Social Capital Scale and locus of controls. When the conducted reserchs were examined (Karametou and Apostolopoulos, 2010; Hofferth and Johanne, 1999; Onyx and Bullen, 2000; Aydemir, 2011) determined that there was a meaningful and positive relationship between locus of controls that public servants use and the relationships with the environment that they live with. Researchers determined that individuals who use inner locus of controls in their relationships they live more positive and meaningful life experiences with their social environments.

There was a positive and meaningful relationship found among the sub scale points of `Trust Environment` which is used by public servants and the sub dimensions of Social Capital Scale and locus of controls. In their studies Sabatini (2005) and Woodhouse (2006) determined that inner locus of control centered individuals behave more structural in protecting the environment and making healthy relationship with environment. Research's this finding is supported by the studies in the literature.

There was a positive and meaningful relationship found among the sub scale points of `Participation to the local Comittee` which is used by public servants and the sub dimensions of Social Capital Scale and locus of controls. When related researchs were examined; Norris (2002), Devemoğlu (2008), Ergin (2007), Şan (2007), Paxton (2002) and Putnam (2000) determined that individuals with higher social capital level; have inner control and they are active in social issues, have higher citizenship conscious, eager to participate volunteer institutions, take social responsibility and exhibit democratic attitude. Studies in the literature show similarity with the finding of this research.

There was a positive and meaningful relationship found among the sub scale points of `Participation to NGOs` which is used by public servants and the sub dimensions of Social Capital Scale and locus of controls. It is determined that participation to NGOs increase the rate of interaction of the people with their environment and participation to elections and support the social capital (Karagül and Masca, 2005). Research's this finding is supported by the studies in the literature.

There was a positive and meaningful relationship found among the sub scale points of `Trust Human` which is used by public servants and the sub dimensions of Social Capital Scale and locus of controls. In the studies of Temple (2000), Requena (2003), Mishler and Rose (2005) determined that individuals that trust themself and their environment their social capital levels are high and also eager to participation to volunteer organizations. At the same time it was determined that there is a positive relationship among social capital and trust (Casey, 2004), volunteer activities (Krishna, 2003), membership to groups (Sabatini, 2005), cooperation and participation to organizations (Tabellini, 2007). Research's this finding coincides with the studies in the literature.

There was a negative and meaningful relationship found between locus of controls that public servants use and `Tolerance to Dissmilitude`,which is the sub dimension of Social Capital Scale, and its sub dimensions' points. In his research Newton (2001) determined that individuals have qualities such as `tolerance` and `mildness`.

There was a negative and meaningful relationship found between locus of controls that public servants use and `Belonging to somewhere`,which is the sub dimension of Social Capital Scale, and its sub dimensions' points. It was determined that individuals who use outer locus of control increasing of ethnic diversity trust and belonging levels decrease, relationship networks and social capital levels decrease (Brisson and Usher, 2005; Gesthuizen, Meer and Scheepers; 2009; Fidrmuc and Gerxhani 2005).

There was a negative and meaningful relationship found between locus of controls that public servants use and `Social Representation`,which is the sub dimension of Social Capital Scale, and its sub dimensions' points. In their researchs Narayan and Pritchett, (1997) determined that there is a relationship between participation to social activities and social capital savings.

There was a negative and meaningful relationship found between locus of controls that public servants use and `Initiative in Social Issues`,which is the sub dimension of Social Capital Scale, and its sub dimensions' points. Haug, (2008), Studies of; Tanasescu and Smart, (2010), Portes and Rivas, (2011) coincide with the findings of research's findings.

In the result of the acquired findings from this research there are suggestions made in the following.

1- Social capital subject, which is one of the most important factor of communication, progressively gain importance. There are quite limited studies existed about social capital in Turkey. There are suggestions made for the subject of social capital in different sectors.

2- There should be experimental and qualitative studies applied on the social capital subject for social development, solving of social issues, individual development and for the society's welfare.

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IN TERMS OF SOME VARIANCES EXAMINATION OF LIFE QUALITIES OF THE FAMILIES THAT HAVE DISABLED CHILDREN

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ABSTRACT

Purpose of this research is to examine the life qualities of the families that have disabled children in terms of gender, number of children, income level variances. There were 322 parents who live in Kayseri province, participated to the processing relational survey model research. Random sample method was used in the research. To the people who participated to the survey, for measuring of personal information-form and life quality the Rolls-Royce Model life quality scale, which was developed by researcher, was used. In the analyzing of datum the t test, F test and Tukey test were used. In the analyzing of the acquired datum it was found that parents' genders created difference, amplitude of children and having low income negatively affects the quality of family.

Key words: disabled children, family/parent, life quality

INTRODUCTION

Child, who the family wait for with a big excitement, when he/she is born with a disability or a serious illness means that the child is going to be in need of a permanent care. Being disabled is a long process that affects both the individual and family spiritual, physical, emotional and socially. Even it is not wished there is a disabled individual live in that family. Worl Health Organization (WHO) defined the freedom in three types like in the following points and reported that there are differences between them (Çalık, 2004).

Impairment: It is defined as an abnormality or lack in anatomic, physical, psychological structures. This situation is not a kind of illness. It is taken into consideration as organ. It is for example partial talking loss, blindness.

Disability: In result of lack being restricted and/or lack of talent to do an activity or having problems for fulfillment of attitudes that are accepted as normal.

Handicap: It is defined as in a result of disability or lack (changes depend on age, gender and socicultural situation) a person's cannot continue his normal life. In the situation of handicap that person is disadventageful than other people in terms of his ecomomical and social roles.

Birth of a disabled child's in the family is a situation that affects the family members' life, emotions and attitudes negatively. Also families experience shock, rejecting, excessive sadness, guilty, refusing emotions, they try to adapt themselves to the differences that the child have, searching for solutions to this situation (Akıncı, 1999). During the caring and education of disabled children there are some difficulties families coincide. Rising of economical requirements, not having sufficient information about child's situation, changing roles of family

because of disabled child, breaking ups in marriage relations, not participating to the social activities either restricted time or not having much timeincrease the problems for people in society who live with disabled people and also thee people's attitudes towards disabled children's families. (Wallender, Varni, Babani, Dehan, &Banis, 1989; Aydoğan, 1999; Küçüker, 2001; Bilal &Dağ, 2005).Besides the stress that families experience with having a disabled child it is seen that they also experience emotional uneasiness. Resource of tension is created by not having enough information about their disabled children, difficulties that the child cannot tell his situation to the family or other people in society, attitude and helth problems that seen in the disabled individuals, not acquiring enough information about their treatment and educations, efforts for searching for a suitable education institution for their child, being in need of much moret time, energy and money (Kavak, 2007).

Existence of a disabled child in the family show that there are important changes created in the structure, processing and roles of family members, it is a stress source that negatively affects the life, emotion and thoughts of family members (Özay, 2004). Tension that occurs in the family leads to distracting situations such as (General being well, social relation and work performace, Insomnina, appetite, sexual function, perception function, medical interaction disorders, physical symptoms and Activities). These distracting situations that the family coincide with may lead to serious damages to the life quality of family members.

Life quality notion had been come up with welfare and happiness word in philosophy scientific area centuries ago (Erdem, 1999). In 1970s-1980s this notion became focus point in the context of medicine science field.After this date life quality notion's importance gradually increased and life quality had started to be examined and researched in an international dimension. And World Health Organization strated determine and define this notion in 1985s (Duran, 2009). Today traditional indicators' (illness, death, expecting life hope) that are used for the measurement of health because of insufficiency in defining the healthiness level of individuals for the issue it is tried to bring clarity with life quality. In another definition life quality is `individuals own life perceptions in the system of their culture and values system`. Life quality is a notion that beyond the personal health statement, is a wide notion includes personally being well (Eser, Fidaner, Fidaner, Elbi, & Goker,1999). Life quality cannot only be thought individually, it also come up with encapsulating of family. Family's being pleased from life quality can be defined like this: a) providing of the family's needs, b) indulging of family members for living together, c) Family members' opportunities to do important thing for theirselves(Park, Hoffman, Marquis, Turnbull, Poston , Mannan, & Nelson, 2003).

Parents of a child who was diagnosed with chronichal illness, except for parentage responsibility they they have to burden extra responsibilities and at the same time deal with many problems (Karakavak&Çırak, 2006). Health situation of child also affects the life quality of family meaningfully at a negative or positive level (Gökler, 2008).

In this research whether families', who have disabled child, life qualities change or not depending on demographical features, number of children in the family and family income level was examined. In accordance with this examination answers of the following questions are sought.

1. Is there a meaningful difference between families', who have disabled child, genders and life qualities?

2. Is there a meaningful difference between families', who have disabled child, income level and life quality?

3. Is there a meaningful difference between families', who have disabled child, number of children and life quality?

METHOD

Research's Model

In this research disabled child's effects to families' life qualities were examined. Relational survey model was used in the research. Relational survey models are the survey models that aim to to determine changing together statement and/or degree of two or more than two variances (Karasar, 2007).

Population and Sample

Population of the sample is consisted of families with disabled child from Kayseri. Research's scale was applied to the 322 parents who were determined with randomized sampling method.

Data Collecting Tools

1- Personal Information Form:

The personal information form, which was developed by researcher, was used. Being utilized from family's number of children the classification was done based on family's income levels and minimum wage.

2- Rolls Royce Model Life Quality Scale

Rolls Royce Model was prepared under 8 topics with 49 quesyions; general being well, physical symptom and activity (symptoms and activity relationship), sleep disorder, appetite statement, sexual function, perception function (perception of ownself and environment), medical interaction (in need of professional help), social relatins and work performance. These questions were evaluated by Özyılkan, Fırat,Topel,Kars,Baltalı, Tekuzman,Karaağaoğlu, (1995) on 100 people, 7 questions were omitted and internal structure validity was found as r=0.996, p<0.001. Question paper and scale was filled by researcher through a meeting with each patient. Each meeting lasted approximately 30 minutes. In the evaluation of datum personal characteristics was calculated as independent, and questions in the life quality scale was calculated as dependent variances. For each question on the scale five option was determined, these options were graded 5,4,3,2,1 for positive questions, and for the negative questions they were graded 1,2,3,4,5. According to this ; 1, 4, 5, 7, 9, 10, 11, 16, 20, 22, 24, 27, 29, 35, 40, and 42 numbered questions were evaluated positive others were evaluated as negative.

Analyzing of Datum

In the evaluation of research datum for the determining of demographical features of families with disabled child the t test, for the determining of if their life quality levels are differed or not depend on family income the F test and for finding out the difference from which group it was derived the Tukey test was used.

Table 12. Test Results of the Sub Dimensions of Life Quality Scale that If There is a Difference or not Depend on Families' Genders.

*p<.05

Dimensions	Gender	N	X	Ss	T	P
General well being	Male	122	20,44	10,46	2,743	,006
	Female	200	17,06	10,87		
Physical Symptoms and Activities	Male	122	22,71	9,82	3,332	,001
	Female	200	18,66	11,00		
Sleep disorder	Male	122	10,62	3,35	-2,529	,012
	Female	200	11,44	2,45		
Appetite	Male	122	6,16		2,555	,011
	Female	200	5,53	2,11		
Sexual Function	Male	122	12,15	4,37	1,382	,16
	Female	200	11,47	4,23		
Perceptions Symptoms And Activities	Male	122	17,28	6,59	1,879	,061
	Female	200	15,86	6,38		
Medical Interaction	Male	122	10,59	4,63	-2,660	,008
	Female	200	12,04	4,79		
Social Communication and Work Performance	Male	122	24,27	9,18	3,229	,001
	Female	200	20,03	11,53		

Table 13. Test Results of the Sub Dimensions of Life Quality Scale that If There is a Difference or not Depend on Families' Income Levels

*p<.05

Income Level Dimensions	N	X	Ss	F	P
General Being Well	0-1300	149	8,48	2,74	1269,096	,000
	1301-2500	69	19,33	6,57		
	2500 and over	104	31,81	1,21		
Physical Symptoms And Activities	0-1300	149	9,99	2,11	1627,194	,000
	1301-2500	69	22,49	5,78		
	2500 and over	104	33,29	1,88		
Sleep Disorder	0-1300	149	11,80	1,79	23,816	,000
	1301-2500	69	9,18	2,20		
	2500 and over	104	11,46	3,76		
Appetite	0-1300	149	3,99	1,13	382,68	

	1301-2500 2500 and over	69 104	6,00 8,17	1,74 ,70	1	**,000**
Sexual Function	0-1300 1301-2500 2500 and over	149 69 104	8,23 10,95 17,25	1,14 2,76 1,26	914,128	**,000**
Perception Function	0-1300 1301-2500 2500 and over	149 69 104	10,77 16,11 24,66	1,91 3,89 2,49	852,598	**,000**
Medical Interaction	0-1300 1301-2500 2500 and over	149 69 104	15,72 10,20 6,29	2,19 3,19 1,79	512,805	**,000**
Social Communication and Work Performance	0-1300 1301-2500 2500 and over	149 69 104	10,77 23,52 35,97	2,55 6,26 1,98	1549,155	**,000**

FINDINGS

When life quality scale sub dimensions were examined depend on families', who have disabled child, genders: In the sub dimension of general being well; malae participants' arithmetical average was (X=20,44), female participants' arithmetical average was found as (X=17,06). Between averages (t= 2,743 p<.05) there was a meaningful difference found. In the sub dimension of physical symptoms and activities; male participants' arithmetical average was (X=22,71),

female participants' arithmetical average was found as (X=18,66).Between averages (t= 3,332 p<.05) there was a meaningful difference found. In the sub dimension of sleep disorder; male participants' arithmetical average was (X=10,62), female participants' arithmetical average was found as (X=11,44). Between averages (t= -2,529 p<.05) there was a negative directional meaningfullness found. In the sub dimension of apetite; male participants' arithmetical average was (X=6,16), female participants' arithmetical average was found as (X=5,53). Between averages (t= 2,535 p<.05) there was a meaningful difference found. In the sub dimension of medical interaction; male participants' arithmetical average was (X=10,59), female participants' arithmetical average was found as (X=12,04). Between averages (t= -2,260 p<.05) there was a negative directional meaningfulness found. In the sub dimension of social communication and work performace; male participants' arithmetical average was (X=24,27), female participants' arithmetical average was found as (X=20,03). Between averages (t= 3,229 p<.05) there was a meaningful dufference found. In the sub dimension of sexual function; male participants' arithmetical average was(X=12,15), female participants' arithmetical average was found as (X=11,47). Between averages (t= 1,382 p>.05) there was not a meaningful difference found. In the sub dimension of perception functionmale participants' arithmetical average was (X=17,28), female participants' arithmetical average was found as (X=15,86). Between averages (t= 1,879 p>.05) there was not a meaningful difference found.

When life quality scale sub dimensions were examined depend on families', who have disabled child, income levels; There were meaningful differences found in the sub dimensions of General Being Well, Physical Symptoms and Activities, Sleep Disorder, Appetite, Sexual Function, Perception Function, Medical Interaction, Social Communication and Work

Performance. For the determination of the difference that from which group it was derived according to families' income level the meaningfulness analysis was done. The Tukey Test findings took part in the Table 3 for the determination of the difference that from which group it was derived from according to families' income level.

Table 14. Multiple Comparison Test Results that from which group the difference derived in the life quality scale sub dimensions of the Families' Income Levels

Dimensions	Child Number	N	X	Ss	F	P
General Being Well	1	124	30,73	3,60	1330,536	,000
	2	55	16,49	4,50		
	3 and over	143	8,31	3,06		
Physical Symptoms and Activities	1	124	32,17	3,70	1051,553	,000
	2	55	19,20	5,29		
	3 and over	143	10,19	3,43		
Sleep Disorder	1	124	11,41	3,43	26,368	,000
	2	55	8,80	2,08		
	3 and over	143	11,79	1,98		
Appetite	1	124	8,04	1,03	419,859	,000
	2	55	5,29	1,34		
	3 and over	143	3,99	1,15		
Sexual Function	1	124	16,58	2,06	715,952	,000
	2	55	9,76	2,08		
	3 and over	143	8,27	1,50		
Perception Function	1	124	23,69	3,39	697,292	,000
	2	55	14,89	2,76		
	3 and over	143	10,66	2,34		
Medical Interaction	1	124	6,56	2,20	453,732	,000
	2	55	11,98	3,17		
	3 and over	143	15,58	2,31		

Dimensions	(I)Number of Children	(J) Number of Children	Difference Between Averages (I-J)	SH		Sig.	
General Being Well / Social	1 1	2 124 3 and over	14,34286* 22,41919*	4,53574 ,43608		,000 ,000	
Physical Symptoms and Communication and Work Performance Activities	2 1 3 and over	2 55 3 and over 143	20,12 12,97742* 21,98162*	5,89 ,63348 3,47982	991,407	,000 ,000	,000

*p<.05

When life quality scale sub dimensions were examined depend on parents', who have disabled child, income levels; It was found that parents whose income level is 0-1300 tl have loss of life quality in the sub dimensions of General being well, physical symptoms and activities, appetite, sexual function, perception function, medical interaction, social communication and work performance when compared to ones with 1301-2500 tl income levels. Yet, in the sub dimension of sleep disorder parents with 0-1300 tl income level and parents with 1301-2500 tl income level; they both have loss of life quality and also there was not a loss of life quality on parents that are with 2501 tl and over income level.

When life quality scale sub dimensions were examined depend on parents', who have disabled child, number of children; There were meaningful differences found in the sub dimensions of General Being Well, Physical Symptoms and Activities, Sleep Disorder, Appetite, Sexual Function, Perception Function, Medical Interaction, Social Communication and Work Performance. For the determination of the difference that from which group it was derived depending on parents' number of children the meaningfulness analysis was done. The Tukey Test findings took part in the Table 5 for the determination of the difference that from which group it was derived depending on parents' number of children.

Table 15.Test Results of the Sub Dimensions of Life Quality Scale that If There is a Difference or not Depend on Families' Number of Children.

Sleep Disorder	1	2 3 and over	2,61129[*] -,37892	,42954 ,32535	,000 ,475
Appetite	1	2 3 and over	2,74941[*] 4,04732[*]	,18570 ,14066	,000 ,000
Sexual Function	1	2 3 and over	6,82507[*] 8,30899[*]	,29792 ,22565	,000 ,000
Perception Function	1	2 3 and over	8,80264[*] 13,02921[*]	,46372 ,35124	,000 ,000
Medical Interaction	1	2 3 and over	-5,41730[*] -9,02290[*]	,39602 ,29996	,000 ,000
Social Communication and Work Performance	1	2 3 and over	14,48563[*] 23,63388[*]	,70217 ,53184	,000 ,000

*p<.05

When life quality scale sub dimensions points were examined depend on parents', who have disabled child, income levels;parents whose income level is 0-1300 tl there were life quality losses found in the sub dimensions of General Being Well, Physical Symptoms and Activities, Appetite, Sexual Function, Perception Function, Medical Interaction, Social Communication and Work Performance when it is compared with parents whose with 1301-2500 tl and 2501 tl and over. Yet, in the sub dimension of sleep disorder parents with 0-1300 tl income level have life quality loss when it is compared with parents whose income level is 1301-2500 tl but there was no life quality loss found when compared with parents whose income level is 2501 tl and over.

DISCUSSION

When findings of the research were examined, it was determined that there is a difference in the life qualities of families with disabled child depend on their genders and females experience much more life quality loss than males.

Contiuing of the health of family, especially providing conservation for children's healt it is suggested that mother's role always stands at forefront. In other words society's ideology and gender roles resign the child and family health to the women. Researches show that when a child is caught to a chronical illness in the situations that is about general family health mothers burden the responsibility (Shore,Austin, Dunn, 2004). In the studies conducted about life quality factors such as gender, being in a bad economical situation affect life quality negatively (Eser,Eser, Özyurt,Fidaner, 2005). Decreasing of the life quality of a member in the family, especially mother's, affects to whole family's life quality. Being examined of the family functions of familes who have disabled child in terms of some variances it is suggested that families with disabled child there was a difference found in variances such as income level, number of children that mother have (Günsel,2010). These findings are in the quality of supporting the result of the research.

When research's findings about income level were dealt, it was seen that families with low income level experience much more life quality loss than families with middle and high income level. Being in need of care leads to physical and spiritual difficulties on the child and it also affects the whole family members both economical and spiritual aspect. There may be serious adaptation problems and mental disorders happen to the family members (Toros, Tot, Düzovalı, 2002). When a child has a chronic illness in the family this changes the physical,

emotional an economical balances of the family, inhibits the family to be happy with life and lowers the life quality (Deniz, Dimaç, Arıcak, 2009).These findings are in the quality of supporting the result of the research.

For the determination of the effect of the children and families on the life qualities in the conducted study it was determined that families with low income levels their life qualities are lower (Chia-Ling, 2003). In the conducted study it was determined that while families' number of children increase they have difficulties to carry on the domestic responsibilities and thus they show in family things they show unhealthier functions. In a family when mentally disabled children are much more then mother's responsibilities and roles increased. Families' getting used to live with mentally disabled child, father's not participating the care of child, increase of economical problems, lead to insufficiency of the mothers to complete the needs of family members, mother's exhaustion to show care to all family members same interest and regulating the domestic order in the family. Morover, it can be said that increase of number of the children will increase the fights and jealousy among siblings and at this point mother's burden increases. And this will be a factor that affects the life quality of family (Sarıhan, 2007). These findings are in the quality of supporting the result of the research. In the light of the research following suggestions are developed.

1-   In the families with disabled children, studies should be increased for the mothers whose life quality is affected so much.

2-   From families with disabled child to families with low income level studies should be increased for reaching to external help.

3-   From families with disabled child to ones with many children, for the care of them except for disabled child studies, economical and psychological support should be increased.

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DEVELOPMENT OF STRATEGIC MANAGEMENT IN UNIVERSITIES

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ABSTRACT

Rapid increase in the number and the capacity of universities in the world and Turkey in recent years with the globalization requires the taking of strategic decisions in the administrative sense.Taken these decisions need to be taken for managerial efficiency is the most important steps in the universities.This study been mentioned strategic management of universities in the world and the necessity of change by considering the historical development in Turkey.

Introduction: In this study, strategic management in the world and making the historical development of literature in Turkey, the current status of the strategic management of universities in Turkey are examined. Universities in developed countries; information from the production, development and culture of future generations, up to the transfer process, providing the training in terms of scientific and personal skills. In this sense, universities are the most important organization affecting the future of society. In this regard, global competition has grown well in all areas and there is a need for qualified manpower.

The rapid rise of globalization, together with the number of universities in the world and in Turkey in recent years and the capacity required to take strategic decisions in the administrative sense. This decision will be the most important steps to be taken for administrative activities in universities. University of the strategic plan, management structure and functioning in Turkey in terms of applicability to reveal.

Keywords: Strategy, Strategic Management, Strategic Management in the University Strategic Planning

Development of Strategic Management in Higher Education Institutions
World Development:

Strategic thinking is there since the 1800s, the presence of 1765't steam machine, Adam Smith's 1776 "wealth of nations" in his book and 1789 to raise public awareness with the French Revolution, shows social change and technological progress. Short-term, long-term and collective planning activities between the years 1950-1965, part of the strategic business and strategic planning activity is known to increase in importance in the 1970s (Akgemci and Güles, 2010). Taylor 1930 's on events in the year and has worked for the rapid development and engineering estimates. Organizational structure development, demand-driven production has emerged in the orientation 1945's year. In 1951, Newman initially Referring to the importance of the strategy 'is. (Feurer-Chaharbagh of: 1995.11-12) .

In the1980s years "Industrial Organization Theory" of competition is the judges and the years was made the sectoral analysis. Indeed, according to this theory to determine the strategy of the business and they are located in the building industry to get the upper hand in the competitive environment and external factors have emerged the need to keep in mind. (Akgemc and Güleş, 2010) Sorbonne 'also made in 1998 in Italy, France, Germany and England as a result of their meeting of Education Ministers of the Bologna Process has laid the foundation. In 1999, the aim was to bring the European system of higher education in signing of the Bologna

Declaration to a better level. In this regard, the Lisbon Strategy adopted in March 2000 "the European Union, better jobs and making the most competitive knowledge-based economy and showing sustainable economic growth with social cohesion," he summed up (Froment, 2006, p. 9).

Razaev Bologna Process (2010) is sort them into the following headings:

"Comparable higher education diplomas and / or degrees to create, move to the two-tier degree system, including higher education, undergraduate and graduate, to build a system that can be transfer of credit [European Credit Transfer System (ECTS)], to encourage academic mobility in Europe for quality assurance in higher education ' also to enhance cooperation, develop the European dimension in higher education and to promote lifelong learning, to increase the interaction between higher education institutions and students, makes it attractive European Higher education Area, to establish a synergy between the European Higher education Area and European Research Area."(p. 772)

Strategic management is implemented by the first US universities. America 1970 in s strategic management has used as an effective management tool. European countries in the same year also started to use the strategic management approach and universities in the 1990s, both Europe and the United States in terms of the number has increased steadily (Luhang et al., 2003, p.54).

Developments in Turkey:

They adapt to globalization by showing a continuous change and development of public administration. Indeed, public administration, to take the decision of making some improvements and changes within their own with the impact of these developments has become mandatory (Öktem and Kocaoglu, 2010: 79).

According to this development in the world of public administration development it has been passed in Turkey. Public administration, with the adoption of the Republic made determinations about the situation by means of foreign experts prepared reports for the organizational development field, and suggestions were made to these identified.After 1960, he made the first innovation work TODAIE (Institute for Turkey and Middle East Public Administration) by the Central Government Organization Research Project. Each ministry and, in some organizations "Administrative Development Committee" and in some ministries and agencies "Organization and Methods Unit" have been made in the proposals for the establishment (Parlak, sobacı, 2005: 329). 2003 issued in December "5018 Public Financial Management and Control Law" since 2005, entered into force as of 2006. According to this law as mandatory public institutions shall make strategic plan (YÖK, 2007).

INVESTIGATION OF STRATEGIC PLAN2014-2018 ONDOKUZMAYIS UNİVERSİTY

Period 2014-2018 within the framework of higher policy documents and legislation on the subject in the preparatory process of the second strategic plan, other universities and institutions considering plans applicable in the countries and regions in need are prepared by considering the wide angle. Ondokuzmayıs University of SWOT analysis made in a detailed way, has been shown objectively the current situation, opportunities and threats were tried to be specified. Stakeholder analysis before entering into many levels of interaction has been shown to detect revealed the positive contributions made by considering the planning process. Ondokuzmayıs University of SWOT analysis made in a detailed way, the current situation has been shown in an objective manner, the potential opportunities and threats were tried to be expected. Ondokuzmayıs vision and mission of the University Strategic Plan 2008-2014 took place as follows (OMU, 2014: 07,09)

Mission: İnvestigating, learning and resolves the vanguard, to train individuals to entrepreneurs and value; To improve the quality of scientific research and innovative features; to provide services to senior stakeholders.

Vision: Science and innovation in technology, training and quality in education, which is a high level of satisfaction of stakeholders in the service of a university is to be admired (OMU, 2014).

Principles and Values: □ Scientific □ Justice □ Transparency □ Accountability □ Stakeholder focus □ Participation □ Respect for human and values

Table 16. Ondokuzmayıs University SWOT Analysis:

Strengths :	Weaknesses:
To have a strong and effective teaching staff	To the high number of students per faculty member of the University unit
The prevalence of bilateral agreements through student and faculty members exchanges with universities under the European Union Education	Academic studies of, low added value to the national economy
Willing and dedicated employees of the administrative staff	Overseas, the lack of joint degree programs with higher education institutions
clearly defined criteria for academic promotion of social education, and be implemented	Uneven distribution among the faculties of the number of faculty members.
Is a well-established university	forming an important part of the academic staff of the number of lecturers in some faculties
Technopark where there is a partner of the University and thus is university-industry cooperation and joint research opportunities execution	The absence of a sufficient number of research assistants.
Having a strong potential to create equity (secondary education, revolving funds, hospitals, research centers, etc.)	lack of management information systems.
Public institutions, local authorities, professional associations, to have good relations with non-governmental organizations and industry associations	
To have a large area of the university campus and the presence of different social facilities	
District of units to be developed that quality health care	
The implementation of the incentive and reward system for scientific studies and publications	
Distance Education Centre (UZEM) is an effective way of working	
The increasing number of international	

students	
District of units to be developed that quality health care	

Opportunities:	Threats:
Increased student and faculty exchange opportunities with universities abroad	without taking into account the views of the University to increase the facilities and infrastructure provided without quota
Samsun geographical location	The decline in the trend due to low wages and be a scientist to prefer the scholarship of qualified graduates
Increased emphasis on R & D activities in our country and the budget allocated	The limited financial resources granted to the university because of the rapid increase in the number of university
Samsun is a rapidly growing and increasingly urban population	Technological developments in our country is dependent on foreign
Increased demand for distance education of our university and the implementation of distance education system	In our region, the small number of major industrial companies
increase in the need for qualified personnel in the industry and society	The limited competition opportunities for the private sector to the public
the increase of our university and industry conducted in cooperation with the community needs and demands of the consulting-guidance	the lack of incentives of the personal rights of academic and administrative staff
Of that will create new opportunities for the development of our domestic university student exchange program planned by YÖK	The frequently changing legislation and the lack of systematic
The increasing demand for international students	

Source: Adapted from Ondokuzmayıs University Strategic Plan 2014-2018.

CONCLUSION: Ondokuzmayıs University 1st Strategical plan for Education, Institutional Capacity-Human Resources Management, Research & Development guidance and counseling, under Social Life Contribution, 8 strategic objectives, 30 strategic identified goals and 107 performance indicators. (OMU, 2009). It's pretty much the same goals and objectives, scope, budget preparation and the plan is the unit responsible for spending units, problems have emerged in the process of monitoring and evaluation. 2014-2018 strategic plan, but few effective traceability purposes and the application and evaluation process more objective manner by setting targets was ensured. However, the strategic plan by employees is recognized as a legal obligation and innovation they are not clear enough, fit for purpose and lack of adequate information systems leads to negativity in the implementation and evaluation of strategic plans. Some of the universities in the literature survey examined the strategic plan and review the results of the strategic plan in many ways have been found to be similar. As a matter of fact, this indicator is not given as required strategic planning in Turkey, it is seen that due to the legal obligation of the strategic plan. This is the result of global developments in higher education in the international competition of university is one of the most important indicators of underdevelopment in strategic management.

Today, not enough resources are transferred to the university, preparation and implementation of the strategic plan are not given the necessary attention in front of the higher education quality education is seen as an obstacle. In general, given the importance to not only internal environmental analysis in universities, not given proper attention to external environmental analysis, is dominated by the enclosed management approach, opportunities and threats of the full can not be understood, it remains in the planning stages of strategic management, the strategic management said that does not apply in a healthy way. due to take place at the beginning of the competition element of the university's mission of information on these issues is now market conditions, vision, prepare in a more advanced understanding of strategic management objective and must show due consideration to the implementation phase. This is why come to be competitive from a global perspective, no doubt that they will be held with well-managed and the creation of a professional strategic management structure. The application of strategic management is seen as an element of a new process in Turkey rather than in terms of the importance of strategic management getirilemeyiş literally across the globe but is known to be addressed in higher education management issues from every angle. Outside the level of developed countries in accordance with the conditions of competitiveness of Turkish higher education institutions (public and immediate environment, industry) and internal (in-house) environmental analysis was performed to reconsider every aspect of the SWOT be identified aspects of strategic management, implementation of legal regulations on these issues and the right of this process managing the necessity arises.

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GENERAL OVERVIEW OF EFFECTS OF CRISES ON INTERNATIONAL CORPORATIONS IN A LITERATURAL APPROACH

Adnan Alparslan

ABSTRACT

Presence of external factors like intensive competition, changing of the market holders on country level and crises are forcing companies to have more accurate and deliberate decisions. Especially handling the crises and converting crises in to an opportunity is depending on the proactive approach shown by the companies. Defining the appropriate marketing policy, modifying these strategies when needed, working to grow by "growing strategies", being export oriented and giving importance to marketing-advertising activities is some of these proactive approaches. Main purpose of this study which had been erupted as a need to research whether crises are forcing international companies to change their marketing strategies is, to state how the marketing managers are viewing and understanding the crises, how economic crises environment is affecting the marketing strategies, what kind of changes conducted on marketing strategies and how these changes implemented. Study also contains huge information about the definitions for types of crises, marketing strategies and effects of the crisis on the companies.

Key words: Crises, Crises Management, International Companies

INTRDUCTION

One of the other purposes of the study which had been prepared for defining the marketing strategies for both normal and furniture companies in the times of crisis is, to generate proactive solutions in other words generating effective crisis management and solution oriented solutions. During times of economic crises, companies tend to overcome the crises with minimum loses. Companies with more vision develop applications to turn crisis in to an opportunity. On the other hand, some other companies as by approaching to the manner in a pessimistic way, tend to decrease the costs and even deducting the marketing expenses. However, companies thinking in the way that "every crisis is an opportunity" are overcoming the crisis without any loss or even with some profits. One way to achieve this is to choosing the appropriate strategies, implementing these strategies with a plan and modifying/changing the strategy if the need occurs. Also is aimed to emphasize the importance of the activities conducted by international companies in times of crisis and provide solution oriented suggestions for the companies in times of crises.

CRISES

Concept of crises, is oftenly used within science branches and daily language especially in connection with the present global crisis environment. Originated from the word "krisis" from Greek, it is a highly used word in medicine. Usually, it means a sudden occurred disease or a highly progressed disease. (Aktan 2015). While crisis defined as an unsuccessful attempt or an activity where workers, customers or shareholders personally effected negatively while it prevents an organization to reach its goals in accordance with its purpose or to live, the definition could be considered as focusing only negative and threatening sides of the crises. This, is an incomplete definition, because crises may lead to positive developments and it can be an opportunity, a turning point for the organization. (Sezgin 2003). As a result, crises should not be ignored and must be approached proactively. Crises must be considered seriously and preparations must be planned beginning from an early time. Most definite characteristics of the crises is uncertainty. This requires the skill of management and creative thinking. In the cases like this, companies with reduced bureaucracy, fast deciding and flexible are emerging as successful. (Ateş 2006).

RESONS OF CRISES

Crises occur immediately and evocatively. Despite everything, the main reason that companies face crises is their underdevelopment under the merciless competition environment. This main reason depends on different factors. Factors that cause crises are considered in two groups as internal factors and external factors. (Tüz, 2001). External factors that are causing crises are the macro activities outside the control of the company. They may influence the whole country or even the whole world and effect the presence of many companies. Fast changing nature of the environmental factors of the company, requires fast adaptation from companies. Lack of adaptation generates a foundation for crisis. Being under developed, in other words, every moment of delay increases the severity of the crises. Environmental factors within companies are the changes appear in natural factors, changes in society, economical, technologic and politic structure. Besides these factors, terrorist attacks towards company managers, personnel or towards their families such as bomb attacks, kidnapping, hostage, and assassination are also can cause crises. Organizations are a sub-organization of the economic system and naturally an inconsistency in the economic system and uncertainty effects them negatively. Lack of environmental adaptation is one of the main reasons for organizational failure (Şahin 2005). While all the changes appear in environmental factors forcing the companies to change, changes appear in socio cultural environment is also forcing companies to change as well. Changes appear in socio cultural structure such as ethic values of society, quantity and composition of the population, cultural level of the society and admirations are forcing some organizations to face-off with threats and opportunities. Changes appear in technology is an important factor that forces the changes in social life and changes in organizations in connection. Technological change is a pressure factor that makes organizations to accept it or a reason for crisis if they don't. Addition to all of these, especially with the advancements in communications technology, made the concept of confidentiality or secret obsolete and made it possible to for an incident or a problem occur in a certain part of the world to be known in all over the world simultaneously (Karlık 2007).

Changes is state policy is one of the most important reasons for crisis. Legal structure, political intervention, financial support, government's approach on external competition is also considered as legal factors. Law system is an important factor that effects companies externally which is established by government as a sovereign authority. Political and legal arrangements can effect organizations in both positive and negative ways. Especially, political risks present in the country of activity is an important source for crisis. Crisis can occur as a result of neglecting new decisions made by the government in the means of legal, economic, social and political areas by the companies. Obstacles and cost centres of the globalization of the world economy is local borders. According to this, organizations can not define their activities within national economies and national borders. They have to define this in the frame of world scale services and industries. Changes and uncertainties appear in international environment mostly concerns companies active in international market and big scale companies with international company structures. For these types of companies, combination of the goods, prices, distribution and promotion holds an important place. Companies which are not following the events such as Political crisis, war, special agreements and legal sanctions that might appear between nations are might be dragged to crisis. For example, a terror operation redirected towards a target company by a foreign country or organization can cause many crisis to occur (Şahin 2005).

PROCESS AND RESULTS OF CRISES WITHIN INTERNATIONAL COMPANIES

It is possible to describe the common way that the crises occur within an international company as this; four ways appear following the start phase of the crisis which appears after the stage called as strategical openness or period before crisis. First of these is; stage of blindness,

secondly the period of detecting the crisis and not taking action and third one is the false action stage which described as detection of crisis but taking a wrong action. All these three ways are followed by the period of crisis and followed by overcoming the crisis with solution or the downfall. However, on the fourth stage which is an alternation, crises can be prevented by intervention to crises (Tutar, 200:51).

Results of the crises should not be always considered as undesirable. Because as well as the crises has negative results, they also have positive results. However it is necessary to conduct healthy considerations and overcome the crisis successfully for benefiting from these positive results. International companies which are more prone to crises by their natures should not consider crises as a not to face obstacle but rather consider them as a part of global business world while choosing to benefit from the opportunities brought by crises. "İmmediate response necessity in times of crises generates pressure on individuals and generates individual stress on these people. Intense pressure and stress causes individuals to become panicked and results for them as a preventive for usage of their mental skills. As a natural result of this, decline in cognitive processes, disorder in the quality of decisions and fading in adaptation capabilities occur." (Arıkboğa 2001, 53). In relation to these, organizational activities increase, authorization of the top management and centralised decisions start. And this effects the relation between sub-ordinates and seniors. With the un trustful environment present, self-defence of the individuals increase, and eventually physiological and psychological downfalls even occur.

It is necessary to respond as the crises appear suddenly and unexpected. Management is of course requires to make correct decisions but it is also should not be forgotten that, decisions made by the managers in the times of crises are the ones which should be given quickly while they may result in survival or destruction of the company. In times of crises, especially the needs of security and self-achievement is not fulfilled. While the unrest and haste which had been brought upon employers by crises providing sufficient pressure, dissatisfaction and risk of unemployment increase the tension of the employers greatly. One of the most distinct characteristics is the authorization on top management and centralised decisions. Number of conflicts and severity of the conflicts increase in crisis times compared to normal times. Because, periods of crises bring a huge cost for companies and individuals. This looks like the appearance of the diseases which occurs when an individual's body is most fragile.   A cold which does not affect an individual and only causes grip, can result an individual to go down when the immune system is weak. This situation works with the similar mechanism for companies which are considered as living organism (Koçel, 1993, 463).

Circumstances necessary for healthy decisions are very limited or non-existent in periods of crisis. Companies mostly circulate within themselves in crisis periods. On the times of crises, usage of time holds a great importance which is already a non-stackable and regenerating resource. For this reason, it is necessary to prioritize to spend more time on critical issues and avoiding spending time on non-vital issues and leaving them to be dealt later. As periods of crisis are not like the usual times, none of the activities conducted in this period will also not be like the ones conducted in normal times. Management will be forced to develop and implement new strategies as a result of unexpected developments appear in crisis periods. While the uncertainties increase, number and types of threats also increase. There can be positive sides to results caused by crisis. Results of the crises are considered as adverse and crises are considered as disasters. However, it is forgotten that the crises for being good teachers, opportunity doors and just a matter of management for the prepared companies (Arıkboğa 2001; 54). Factors that are effecting the competition power of the company, costs and efficiency of the company which are not apparent in the routine times can be observed and removed by restructuring or analysis during the time of crisis(Baltaş,2002).

While each crisis has a different structure, solution and prescription, there are some experiences obtained by organizational level, employees and managers as a result of previously experienced crisis. These obtained experiences will generate important advantages for the organization and management if they are considered well for the future crisis situations. One of the positive results of the crisis is, making it possible to develop efficient strategies (Yuva, 2002; 4). The inevitable result for many companies in the crisis period had been bankruptcy and closing down. Companies disappear as this creating sociological and economic problems while generating gaps for the companies which overcome the crises successfully. As being a team and an equip is an important and focused factor, it is not possible to obtain successful results all the time. While being a threat factor for the companies in the times of crises, they are also opportunities in many ways. But the benefit obtained from these opportunities relies on how the management managed the crisis. These opportunities can be divided in to two as opportunities related to itself and opportunities related with the market. As a result, a lot of gaps will appear deriving from the chaos and complexity caused by crisis. Companies which can identify whether these gaps are permanent or temporary will benefit from these gaps and will be able to create new life areas and relive itself.

CONCLUSION

International companies are showing many differences compared to other companies in terms of management, organization and operations. They can even have an insomuch dispersed structure in terms of physical, geographical, management and operational, one extension of the company can be on the other side of the world while another extension can be on the opposite side. International Companies developed a structure like this in order to obtain advantages on certain topics are also not aware of the risks and disadvantages of the situation. However these non-considered topics can be insomuch complex and deep that they become threatening the company itself. Companies bond to the laws and economic and political policies enforced by the governments of their operating countries. Novelties and changes implemented by the governments in these fields are also a huge possibility of a crises for the companies operate in that country and even for the companies doing business with that company or for competing companies from another country. Because, as these changes may occur slowly, they can occur from night to morning. For an example, "Downing of a Plane Polemic" which occurred and still ongoing between Turkey and Russia in 2015 is still possessing a crises for many countries. As it can be understood from this example each country has its own and different legal and politic structures. It is necessary for an international company which operates in different countries to understand the laws and codes of the operating country and analyse and follow the political structures.

Nowadays, crisis management has become a wide thinking structure which contains the ideas of different techniques, philosophy and management styles for obtaining benefits from crisis, ordering the relations between internal and external environment of the company and preventing crisis while it changed from concept which meant as management of the current crisis. In order to remove the problems of the crisis management method, first the concept of "What is crisis management" should be understood, and what it does not mean should be understood, then the concept of crisis management as a new specialty are must be understood while increasing the training activities for this concept. Instead of considering the crisis management as a short term programme, it should be considered as a long term strategical goal for increasing the life quality and extending the life of a company while leaving it to a professional equip connected to top management rather than leaving it completely to top management. As there is not a standard crisis management that can be applied on each company,

companies must develop the appropriate crises management plans deriving from the basic elements.

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A STUDY ON WHETHER TURKEY IS MORE SUCCESSFUL THAN OTHER COUNTRIES IN SPORTS OR NOT

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1.INTRODUCTION

Millions of people are into sports consciously or unconsciously and take part in sport activities. Sports is a fact that ist social and personal benefits cannot be a matter of discussion.As in developed countries, sports will help Turkey prosper and people be aware of sports.In order to develop tourism , Turkey will be able to utilise sports widely. Turkey is a tourism paradise especially for nature and holiday sports.It has all kinds of natural opportunity.

It is possible for Turkey to benefit from sports in developing its relationships with the European Union and outer policy. Sports is not a matter just for one use.It is social fact which has a uniting and long-lasting effect. It is an effective method for countries as Turkey in forming a positive lobby in their positions upon World countries.

The organization chart of sports in Turkey is not the same as in European Union countries. Because , the joining democratic structure in European Union carries some differences which should be eliminated . Sports federations are not based on sports clubs ans national sports organizations , which is different than the federations in European Union. Turkey has held lots of legal regulations for harmony to European Union ,but, the structure alteration about PE and sports management has not been carried out yet.

Sport clubs and sport federastions in Turkey have not reached a joining democracy in management yet . Volunteer structure is not strong even in sport clubs. Youth and Sports General Management dependant to Ministary of State has a wide net linking to provinces . In volunteer structure , Turkey Amateur Sport Clubs Confederation , Sport Sciences organization , Turkey Sport Writers Organization , Turkey National Olympics Committee and in football , Turkey Football Coaches Organization hold an important place. There are some organizations in sports and PE . But ,these are not enough and they could not develop.

One of the ways to spread sports to community is education instutitions.In many European countries , PE lessons are held suitably for its aim and with branch teachers. Some parts of general and special purposes of education is transferred via PE lesson. And so, in some European countries,While the PE lesson hours in primary school is 6 hours , it is 2 hours in Turkey from 5th grade and it is not be held according to its purpose.

2.THE OBJECTIVE AND METHOD OF SURVEY

To succeed in sports, education and training is the most important factor. After the birth of individual, education and training begins. It is a known fact that the board's point of view towards PE lesson is a factor in development of sportsmen. So, a questionnaire has been prepared to know the views and suggestions of our managers. Our questionnaire has been proved by Samsun governorship dated 30.06.2015 and numbered 42276601-604.01-E.6760423. School and management lists of 2015-2016 education year have been received from Samsun provincial directorate for national education. As Atakum province has all kinds of school, this province was selected as the pilot scheme for our survey. Pilot scheme was completed 31th July, 2015. After our pilot scheme, the questionnaire was reorganised. Our questionnaire was implemented between 28th September and 16th October, 2015. In our education system (4+4+4) started to be implemented. According to this,1072 schools

encompass our study frame. No school is out of our frame. Our sample frame has been found as 202 schools. Sample frame has been shared according to GOOS method. After the schools in the sample has been determined qustionaires has been carried out. After the data has been put into SPSS 20.0 programme, the results of hypotesis tests have been obtained via basic statistical tables and graphics [2],[3],[4],[5],[6],[7],[8],[9].

3.ANALYSİS and DISCUSSION

According to Chi-square test results;

a study on whether turkey ıs more successful than other countrıes ın sports or not with;

Inhabited district, Type of school, Total monthly in come of the manager's family, Total monthly expenses of the manager's family, Did the administrator deal with any sport activity?, Do you think that is there enough place for PE lesson ?, Do you think there is aprominent sport in your school?, Is there enough teacher and material?, Do you have a sports team ?, Do you think that your school has enough opportunities for any kind of sport activity ?, .Is the curriculum for PE lesson that the ministry prepared enough?, What do you think about the attitudes of parents to wards PE lesson?, Compared too ther cities, is your city developed enough in sports?, Is there a difference between Turkish sports and the sports success of other countries?, Do you think that PE lessons hould serve for sportive success?, Is it necessary for PE lesson to be selective?, The age of manager?.

We can say that there 95 % is percent no relationship.

According to Chi-square test results, a study on whether turkey ıs more successful than other countrıes ın sports or not with, Manager, The manager's gender, Manager's education all background?, What does sports refer to you?, What is your opinion about whether Turkey is successful in sports or not ?, Do you think that sports is a competition ?, Do you think that PE lessons serve for it saim ?, Are lesson hours enough?, Is there a relation between PE lesson and the success in sports?, Do youthink PE lesson has an influence in the success of Turkey sports?, Can you find financial resources?, In the countries which are succesful in Olympics, do you think PE lessons' presence and the way of holding the lesson has an effect?, Do PE teachers hold the lesson according to its aim?, Do PE teachers hold the lesson according to its aim?, How do you think PE lessons hould be held?, Do PE lessons supply the discipline at school?, Do you think PE lessons hould be evaluated via marks?, Is there a relationship between PE lesson and the success in sports?, Do you have enough place for PE lessons?, What do you think about the attitudes of parents towards PE lesson?, What is your opinion about whether a successful sportsman will also be successful in his/her lessons or not?

We can say that there 95 % percent is a relationship.

4.CONCLUSIONS

In order that Turkey becomes more successful than other countries , PE lessons should receive necessary importance, monetary yielding should be transferred enough and should be used properly, the Ministry of Education , school administrators , PE teachers , school branch coaches , families and federations should co-operate. As a result of this, we can have talented students (sportsmen) and Turkish sport can receive enough contribution toprosper. Moreover, we can suggest that Ministry of Sports hould have an efficient and a continuous sport policy.

SOURCE
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APPENDİX

A study on whether turkey ıs more successful than other countrıes ın sports or not?with questions	p-value	decision
1.Inhabited district	0.275	accept
2.Type of school	0.844	accept
3.Manager	0.000	rejection
4.The manager's gender	0.000	rejection
5.Manager's education all background?	0.013	rejection
6.Total monthly in come of the manager's family	0.258	accept
7.Total monthly expenses of the manager's family	0.185	accept
8.Did the administrator deal with any sport activity?	0.953	accept
9.What does sports refer to you?	0.000	rejection
10.What is your opinion about whether Turkey is successful in sports or not ?	0.000	rejection
11.Do you think that sports is a competition ?	0.000	rejection
12.Do you think that PE lessons serve for it saim ?	0.000	rejection
13.Are lesson hours enough?	0.029	rejection
14.Is there a relation between PE lesson and the success in sports?	0.000	rejection
15.Do you think that is there enough place for PE lesson ?	0.197	accept
16.Do you think there is aprominent sport in your school?	0.596	accept
17.Do youthink PE lesson has an influence in the success of Turkey sports?	0.019	rejection
18.Is there enough teacher and material?	0.813	accept
19.Can you find financial resources?	0.000	rejection
20.Do you have a sports team ?	0.742	accept
21.Do you think that your school has enough opportunities for any kind of sport activity ?	0.920	accept
22.Is the curriculum for PE lesson that the ministry prepared enough?	0.149	accept
23.What do you think about the attitudes of parents to wards PE lesson?	0.544	accept
24.Compared too ther cities, is your city developed enough in sports?	0.428	accept
25.Is there a difference between Turkish sports and the sports success of other countries?	0.167	accept
26.In the countries which are succesful in Olympics, do you think PE lessons' presence and the way of holding the lesson has an effect?	0.000	rejection
27.Do PE teachers hold the lesson according to its aim?	0.000	rejection
28. Do PE teachers hold the lesson according to its aim?	0.000	rejection

29.How do you think PE lessons hould be held?	0.000	rejection
30.Do you think that PE lessons hould serve for sportive success?	0.597	accept
31.Do PE lessons supply the discipline at school?	0.000	rejection
32.Do you think PE lessons hould be evaluated via marks?	0.000	rejection
33.Is it necessary for PE lesson to be selective?	0.951	accept
34.Is there a relationship between PE lesson and the success in sports?	0.000	rejection
35.Do you have enough place for PE lessons?	0.000	rejection
36.What do you think about the attitudes of parents towards PE lesson?	0.000	rejection
37.The age of manager	0.709	accept
38. What is your opinion about whether a successful sportsman will also be successful in his/her lessons or not?	0.000	rejection

EXECUTIVE ROLES AND ORGANIZATIONAL CHANGE MANAGEMENT

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Human being, is always longing to be better, it is most important characteristics. The basis of development is to looking for better and better. However, this feature of the people also makes the continuous the change. Yesterday the product was described as a "perfect". Today, it can be described as a "normal". If better product is found, it will be "unsatisfactory". Therefore the constant renewal of the institutions is indispensable**.**[*]

Change management; is a very important process that can occur in all kinds of variables; programs in schools, technology, management, personnel, without disrupting the school culture. And in this process management has to ensure that all employees are safe[†].

Objectives of Organizational Change

The change in terms of organization, will be ready to come, providing trust and mutual support and positive communication between members of the organization, to resolve the issues and debates, there is a general purpose, such as to create synergy.[‡]

LAKOMSKI (2001) the factors forcing to change the organizations can be followed in below;

1) Globalization and competition

2) The importance of international and regional integration

3) The development of information technology;

4) Developments in materials technology.

5) New technological inventions

6) New emerging markets due to market-grabbing

7) Developments in the field of human rights and democracy

8) Understanding of human resources is the driving force of economic development

9) Changes in the awareness and expectations of customers (quality, fast service, low price, product aesthetic value, to be safe)

10) Participate in the management of employees and managing requests for more democratic

11) Changing demographics (gender in the labor market, language, race, culture differences)

12) The collapse of socialism and market potential in the countries in the process of transition to a market economy

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[*]**Çelikten, M., 2000,.Skills of Management of School Administrators. Egitim Ve Bilim Dergisi. Cilt 26, Sayı:19.**

[†]**Başaran, İbrahim Ethem. (1982). Organizational Behaviour. Ankara: Ankara University.**

[‡]**Church, Allan. (1998). The Relationship Between Individual Personality Orientation And Executive Leadership Behaviour. Journal Of Occupational Psychology. Haziran: 99-125**

13) New things in the communication

14) The level of education

15) Industrialization

16) Media

Change management, determined the most appropriate strategy its implementation and structuring the business. This process has to work on organization to remain fast standing in a changing environment and to prevent competitors, the company's self-renewal, change the potential revealed by analyzing the opportunity assessment[§]

Organizational Change Management in Schools

Schools referred to by different names are a general concept that the basic education system and training is where it is produced. Effective schools are performing planned educational purposes. While living in the organizational change, schools, has to be careful and planned way. Because of any change in the organization, positive or negative, it will impact the individuals are trained[**]

Organizational change in education covers a number of properties and these properties are specified in the following figure:[††]

Changes in the structure and organization of the school; (such as courses or the formation of a new working group).

New or additional instructional materials; (such as work material and books).

Teachers gain of new information (for example, work with information technology).

Adopt new behaviors, according to the teaching of teaching styles (such as resource-based learning approach in relation to general consultative and non-didactic).

Some changes in teachers' beliefs and values (such as the believed to be helpful by many teachers in the earlier days of Vocational and Technical Education initiative).

Change Management Roles of School Administrators

Leadership; most generally, it is defined as inspiring and guiding individuals and groups. Today, leaders to renew their organizations are forced more than the previous year about changing roles and responsibilities. The structure of the organization as well as the change in refreshes themselves and helping in the development of teachers is among the most important tasks of leadership.[‡‡] Catalyst for change; it identified to initiate change or manage. Change the prerequisites of becoming a catalyst to take risks force; it is the courage and vision. It may also be specified as an important feature to have personal skills. In addition it is required to some emotional competence. Effective change leaders, in addition to a high level of confidence, as they can conduct political relations within the organization based on their instincts; high impact power, commitment, motivation, show initiative and optimism.[§§]

[§]De Bord, K.,2003,. Identifying Competencies Needed İn Fcs Extension Staff. Journal Of Family And Consumer Sciences. Nov. 95,4.

[**]Özden, Selma. (2002). Teachers and administrators in change the process, they created the School of Culture, Perception of time to Increase Productivity. Unpublished Master's Thesis. GU Institute of Education Sciences.

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[‡‡]Michael, Hammer Ve James, Champy.(1997). Change engineering. (Çev: Sinem Gül)

[§§]Kıng, William; Cleland, David. (1987). Systems Analysis And Project Management. New York: Mcgraw-Hill.

Change manager or leader is primarily to initiate change, predicting the future, the choice creation, should be sufficient for positive thinking development. Managing theirselves, put as priorities, organizing, sharing authority, a key role and tasks of identification, are important behaviors in the process[***]. To use the power of the people in the joint venture for common benefit and allow them to merge, to reconsider the situation in the change process itself, others and institutions to develop are very important in all of the changes[†††]

Pugh (1993: 111) has noted 6 rules for managing organizational change successfully. These:[‡‡‡]

- necessary to create a strong working order changes, as multidimensional
- Thinking and to anticipating the problems.
- Change in teaching the fundamentals of the process of creating content and grasp informal discussion feedbacks.
- Encourage and develop participants.
- Welcomes the appeal of the participants against of the change.
- Opening the change and being prepared.
- watching the change support and strengthen.

Conclusion

A successful change manager; what he knows very well and clearly laid out. The proposed changes can see with the own perspective also he can see with the others perspectives; It makes flexible planning and monitors the results; if he see any blocking he will not lose his courage; He takes the responsibility of the change. For him, change is seen as a rational decision; Rewards people for change are in the proper place; Information about the possible results will be shared at the highest level[§§§]

The objectives of education and training institutions are not clear and definite. Curriculum often we can see the examples like 'nation-loving, modern, helpful, humane and tolerant breed of individuals'. Because of the reaching them, depend on all the circumstances. In the schools all the basic information like skills, attitudes and values are based on trying to win abstract information[****]

Naturally tried to gain knowledge, skills, changes in behavior and values is not possible to be able to easily observe immediately.[††††] School administrators are different features that they have according to the Agency and non-teaching staff in terms. Most of the non-educational

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[***]Taymaz, Haydar. (2003). School Management and Organization. Ankara: Pegem Publishing.

[†††]Hesapçıoglu, M., 2003, Okul, 'New Public Management'And Total Quality Management. Theory and Practice of Educational Sciences. May 2003 Volume 3 Issue 1.

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[††††]Hussey, D., 1998, How to Better Management of Change. İstanbul: Kogan Page Yayınları.

institution managers and subordinates have differentiated between with each other. But in the educational institution has no differentiate between managers and the staff. In terms of intellectual capacity and culture as factors are the same in the school.[‡‡‡‡] This feature can be evaluated in two ways owned by the school. First, not so different from the teacher administrators can feel more autonomous. This autonomy can be expected to lead to conflicts between teachers and administrators. Second, managers and subordinates terms of education and socio-cultural relations at the school are close to each other so much and the operation could be more qualified[§§§§]. Being in close relationship with the teachers and administrators in schools can increase sharing.

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METHODOLOCIAL BASIS OF STRATEGICAL HUMAN RESOURCES MANAGEMENT

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ABSTRACT

These days, the survival and the ability to gain competitive advantage of organizations depend on their available qualified human resources and how well they can keep these resources. The transformation that changed traditional personnel management to human resources management is not enough against rapidly changing environmental conditions. Structural changes carried out by the businesses themselves are not enough to create radical changes and they are also not enough to provide businesses with sustainability. To have weight in competition, to keep up with the times and most importantly, to survive, organizations need to transform and they need to approach human resources from a strategic perspective.

INTRODUCTION

Technological, economic and social changes of our days caused organizations to place more importance on the human resource to reach their goals (Baird and Meshoulam, 1988: 116). There are some developments in the field of human resources management in this context. Traditionally, human resources department is associated with sub-functions such as personnel selection, training, performance reviews, rewarding etc., but the scope of this department has been expanding and a strategic approach has come into usage for human resources management,used to reach organizational goals. Since the start of 1990's, the literature on human resources has focused on the relationship between the human resources management functions and organizational strategy, and some changes have been made in the definition of human resources management in this regard. Concordantly, the definitions within the literature define human resources management as all activities designed to influence the behavior of individuals in creation and application of organizational strategy (Schuler, 1992) or as human resources activities systems designed to achieve organizational goals (Wright and McMahan, 1992).

1. Analysis of Methods in Human Resources Management

Businesses have realized that they need to adapt to constantly advancing and changing technologiesthat increase the intensity of competition, and they have also realized that their success depends on correct and accurate job analyses. For this reason, job analysis has become an important human resources application for businesses (Çelikten, 2005). The general definition of job analysis is that it is a process that involves gathering, evaluating and categorizing job relevant information. Job analysis states the composition of the work that will be carried out within the business and it can also be defined as the process that states the environment in which the work will be carried out, the conditions that the work has, the skills and knowledge that the worker who will be doing the work needs to possess, the worker's education level and his physical and psychological condition. The goal of job analysis is to determine task responsibilities and working conditions and also to determine the skills, knowledge and education level of the worker who will be carrying out the work (Tortop, 2006: 55; Okakın,

2008: 13). If the limits, duties, responsibilities and condition of a job in a business are unknown in a business, this lack of knowledge might cause stress and lack of motivation in workers and they might face dilemmas while they are working. But if accurate, well placed and up to date job analyses are used in a business, it will provide order to the business and it will provide information on his job to the worker (Ofluoğlu and Bircan, 2007).

Job analysis can be counted among the primary functions of human resources management. The reason behind this is the fact that job analysis arranges other human resources management applications such as selection of workers, training, performance reviews etc. to fit the structure of the business. To even mention selection, training and evaluating workers, the current structure of the work needs to be known (Çelikten, 2005). This is only possible with job analysis. Job analysis allows a job to be examination closely and through this examination, the most fitting worker can be selected, trained and evaluated.

In short, job analysis can be counted among the most important applications for increasing a business' efficiency. It plays a role that makes the job of the worker easier as it gathers information about the job, it teaches the business the limitations and know-hows of the job, it determines the duties and responsibilities of the work and it also involves most human resources applications.

2. HR Strategy as the Basis of Human Resources Management

Today, a look at the functions of the human resources management shows that it has responsibilities such as planning human resources, finding, selecting and evaluating workers, planning the careers of the workers, training workers, determining the pay and working hours of the workers, organizational planning, worker health and safety etc.. In short, human resources have the responsibilities that involve the personnel of a business (Sabuncuoğlu, 2009: 6). Competition conditions between international and global businesses, the efforts made to become the leader among rivals and the desire to make abusinesses survive for many long years has lead workers into creating new and creative ideas, and the businesses wanting to advance by determining their own functions such as mission, vision, goals and interior and exterior analysis has led the concept of strategy being included in human resources management. Strategic human resources management is an approach that represents the best possible harmony between human resources applications and intra-business strategies, it perceives workers as strategic assets in gaining competitive advantages and it shows its effects on the long term. In the past, humans were only seen as tools that helped the businesses in reaching their goals but with the advent of strategic approach to human resources, they have gained more importance and became the most critical asset for businesses. The primary reason behind this is the facts that need for humans have increased and human resources management has been replaced by strategic human resources management (Cingöz and Akdoğan, 2013). Strategic human resources management has been in use as a concept since the start of 1980's. Since then, strategic human resources management has gained moreand more interest. First study made in this context was byDevana et al. and this research was published in the journal "Organizational Dynamics" in 1981 (Gürbüz, 2011; Akgün, 2010).

Strategic human resources have taken over all of the responsibilities of human resources management and in addition, it aims to make its company a leader among its rival companies with its work. It evaluates both internal and external analyses. International human resources management also includes the human resources management of business on the local level. From the perspective of international work and other business that business has agreements with, this brings strategic human resources to mind. This is because strategic human resources management also involves national subjects while making business analyses.

Strategic human resources applications are also viewed as a basic tool for businesses that aim to gain competitive advantages. Strategic human resources applications will ensure the creation of a hard to imitate -since they work on the basis of humans- and valuable business structures that have superior characteristics (Genç, 2009).

Strategic human resources management has the effect of positively increasing the intra-business performance. To ensure sustainable advantages in competition, it integrates human resources applications with each other and also with the strategic choices of the business (Cingöz and Akdoğan, 2013).

3. The Model of Human Resources Management System

Various models can be constructed in relation to the planning the future personnel that the business will need. These models can be constructed in detail or globally based on what is expected of the model, the production activities of the business, local or temporal data, expectations of the certain decision making bodies and they can also be examined in a way that only provides conceptual answers to the problem. (Kaynak T., 1996: 75)

Conceptual Models in Planning Human Resource Needs

The models in question examine how the concept of human resources planning can be examined conceptually. These are two models are: The Minnesota Model and the Schematic Conceptual Model.

Global Models in Planning Human Resource Needs

Long term based planning for human resource needs are named global models in the literature. Or they are accepted as models that are acceptable in the practitioner's language. These are based on mathematics and statistics and they use calculations based on past numbers or sources. These are: Trend Extrapolation Method (Extrapolation with Linear Function - Extrapolation with Second Degree Parabola Equation -Other Trend Method), Regression-Correlation Analysis Methods (Linear Regression and Correlation Method - Curvilinear Regression and Correlation Method - Multiple Regression and Correlation Method - Partial Correlation Method), Simultaenous Planning Method (Integrating Human Resources Planning with Itself - Integrating Human Resources Planning with Business Planning - Examining Various Sub-Processes of the Business within the Framework of Human Resources Planning Models), Past-Based Global Model Methods.

Detailed Models in Planning Human Resource Needs

As opposed to global models, these models are effective and operational in short or middle term periods. The difference between these models and other models is that these models work with simpler, more accurate and less detailed data. These characteristics make the subject easier to understand and easier to use when planning human resource needs. These are: Work Load Analysis Method, Workforce Analysis Method and Location Planning Method.

CONCLUSION

Increasing competitiveness, advances in technology, changes in customer expectations all have led businesses that want to achieve advantages in competition into making extraordinary changes. At the same time, these changes have increased the importance that business place on human resources and made these businesses approach human resources management from a strategic standpoint. Businesses have realized that achieving competitive advantages rely on the innovation and entrepreneurship performances of their workers and they have started providing the workers with more freedom using proper strategic human resources methods to benefit from their entrepreneurship and innovative and creative ideas. The businesses that view humans as nothing more than tools to reach an end and never use human resources beyond the point of managing personnel have lost relevancy, and working individuals, with their innovative and enterprising approaches have become the most important resource that businesses need. Strategic

human resources that goes beyond just managing personnel to analyze internal and external environments of the businesses to create applications that will provide advantages in competition has gained great importance.

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