# SOCIAL, HUMAN
## AND ADMINISTRATIVE
## SCIENCES

**Editor:** Assoc. Prof. Dr. Elif URAL

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# FOREWORD

This book brings together researchers in the social sciences and humanities, encouraging looking from a different perspective and thinking deeply. Thus, it offers the opportunity to understand and appreciate different aspects of the world.

This elegant work, supported by all our authors with great efforts and international research; this work, which will shed light on those who are interested and curious about the field of social sciences and humanities, consists of 6 chapters.

In the first part of the work; it discusses the interaction of technology and leadership and guides leaders on how to act. In the second part; it examines the sociological problems faced by women's cooperatives. Employment and income for women in Turkey will provide guidance regarding the need for women's social empowerment. In the third part of the book; the behavior of tourists in generation Y and sustainable tourist behavior are discussed. In the fourth part; the economic importance of green beans, which are widely consumed, is mentioned. Information is given about foreign trade and marketing of bean production in Turkey and the world. The fifth chapter will guide organizations' processes to achieve their sustainability goals and inspire future research. The last chapter contains information about fixed and variable expenses, where cost accounting is a very important management tool in the printing industry, and which companies can develop strategies to reduce costs and increase profitability.

I wish you pleasant reading.

Assoc. Prof. Dr. Elif URAL

# CHAPTER 1

## EMBRACING TECHNOLOGICAL CHANGE: BUSINESS LANDSCAPE SHIFTS AND COMPETITIVE STRATEGIES

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### INTRODUCTION

New structures that emerge with globalization bring them new relationships, and accordingly, business decisions and actions in one part of the world reveal different results (Savrul, Incekara, & Sener, 2014). Globalization is an impression that is becoming constantly essential within the boundaries of businesses (Robertson, & White, 2007). Globalization can be viewed as the tendency for businesses to move beyond both local and national markets to markets around the world and to enable interactions between different markets (Savrul, Incekara, & Sener, 2014). Globalization and technology are opinions that indicate two causal structures that are interrelated and benefit from each other (Chareonwongsak, 2002). Organizations need to create some operational ways to manage their business well in a managerial sense (Mansaray, 2019). It is a crucial element for organizations to benefit from change leadership as well as change management while achieving the necessary results from initiatives (Mansaray, 2019). In this vein, change leadership is essential in developing collaboration by consisting of all beliefs that can help in the development of all practices and behaviors necessary to prepare people for change (Mansaray, 2019). Effective

leadership addresses leadership with all its elements (Gill, 2002).

Today, technology has caused a revolution with its effects on the business world. In the face of rapid advancement of technological innovations, growing workforce, and changing social and demographic environment is to keep pace with change (Ulrich, and Wiersema, 1989). Rapidly developing and changing technological fields thoroughly change the functioning of the business world and force companies to be more competitive. In this regard, companies need to create competition in other elements to achieve superior competition against new entrants to the market (Funk, 1998). This is possible with effective competitive strategies that can keep up with change. In this vein, successful companies play a pivotal role in the implementation of new competitive strategies through a more dynamic process with continuous improvement and mass customization (Boynton, Victor, & Pine II, 1993).

There are a number of strategies that companies must implement and adopt in order to be strong and successful in a competitive environment. These strategies can be reviewed essential both in keeping up with change and in managing the opportunities and threats brought by technology. In this vein, managers have a basic duty to propitiously implement and manage these strategies. In order to fulfill this task, managers must develop and follow the effective implementation of key elements that are fundamental to achieve competitive advantage, such as change management, resource management, risk management, competitive analysis and strategy development. As an integrative leadership model for successful change, effective leadership can be explained with the cooperation of five primitive elements such as motivation and inspiration, vision, values, strategy and empowerment (Gill, 2002). Change leadership facilitates the successful realization of all activities necessary for both the organization and the employees to adapt to change (Cloud, 2010).

The impact of leaders on organizations during a time of change is discussed and the exigency of the roles of managers and change representatives as change leaders is revealed (Oreg, & Berson, 2019). Many studies on leadership reveal the exigency of the social effects of leaders' individual and collective efforts to achieve common goals related to their duties and expectations (Eberly, Johnson, Hernandez, & Avolio, 2013). One of the responsibilities of leaders is to prepare organizations for change by overcoming difficulties (Issah, 2018). Involving employees in the change process and encouraging them to participate can be

considered critical in properly managing the change process (Santhidran, Chandran, & Borromeo, 2013). Based on this, this chapter has tried to reveal the importance of how the right strategies can be determined and implemented in order to move forward with the constant change, competition and technological developments in the business world. Adopting these strategies and keeping up with change alone is not enough to be successful in a competitive environment. In this regard, the role and exigency of leadership in a competitive environment and against change have been tried to be revealed. This chapter aims to introduce certain methods, strategies and models for researchers, academics and practitioners to understand the change in the business world and to adapt to this change.

## 1. TECHNOLOGY, INNOVATION AND ITS IMPACT ON THE BUSINESS WORLD

### 1.1. Importance of technology

Technology is expressed as "know-how", which is the information required about a product or service (Capon, & Glazer, 1987). It covers the essential knowledge and processes to improve and facilitate human life, typically involving practical applications of knowledge and methods through the use of innovations. Technology has an important venue in business life. Since it increases efficiency in the business world by making innovation and business processes in business life. In this vein, technology plays a pivotal role in creating value for businesses by creating various business models. Under the influence of technology trends, most importantly information and communication technologies (ICT), many current organizational business models (BMs) are being questioned, and companies are faced with the challenge of BM change (Pateli, & Giaglis, 2005:168).

### 1.2. What role does technology play in business world?

The relationship between technology and organizations is of great importance in the business world. Technology is a critical factor that shapes business-

es' business processes, communications, data management and even product or service offerings. Successful technological innovations require that either the technology be designed to fit the organization's current structure and culture or that the organizational structure and culture be reshaped to fit the demands of the new technology (Cabrera, Cabrera, & Barajas, 2001:1).

Another critical factor for businesses to be successful in a competitive environment is their technological competence. In an environment of constantly changing technological developments, the ability of businesses to keep up with change and use technology adequately may depend on their technological competence levels. In this regard, technological competence covers organizations' ability to understand and use the latest technology and all related skills (Ritter, & Gemeğen, 2004). The ability of businesses to use technological products and tools depends on their technological competence. Most failures in introducing new technologies are initially caused by a lack of communication and not involving the necessary people in the change process (Levasseur, 2001). In this vein, technology is an underlying factor in the transformation of business processes. Business processes can be made more efficient, faster, and error-free with technological tools such as automation, data analysis and artificial intelligence. This increases the competitive advantage of organizations.

Considering the importance and power of technology for businesses, technology increases communication and collaboration within companies. Technology impacts fundamental communication processes and products (Thomas, 1997:109). Communication between employees becomes easier with tools such as e-mail, instant messaging, and video conferencing. In this vein, studies support that Intranets within production facilities communication between the production department and the factory manager by reducing communication cost (Bloom, Garicano, Sadun, & Van Reenen, 2014). Thanks to collaboration platforms, teams can work together on projects remotely. The relationship between information technology professionals and customers can be regarded a decisive success in gaining business advantage (Reich, and Benbasat, 2000).

Additionally, technology increases the ability to constantly adapt to changing market conditions. This is critical to ensure the sustainability of companies. It is thought that information communication technologies allow more efficient ways of production and distribution, unlike traditional industries (Fuchs, 2008). Studies support that technology has important consequences for the relationship

between the information society and sustainability (Hilty, & Ruddy, 2000). A sustainable information society is a society that makes use of ICTs and knowledge to foster a good life for all human beings of current and future generations by strengthening biological diversity, technological usability, economic wealth for all, political participation of all, and cultural wisdom (Fuchs, 2008:308).

### 1.3. Importance of innovation

The concept of innovation is increasingly gaining importance in today's market with the need to be the first, fast and timely by many senior managers in a competitive environment (Wong, 2002). Innovation involves creative, innovative activities and behaviors related to the creation and development of a new idea, services and processes. Innovation has also been seen as a way to maintain competitive advantage since the industrial revolution (Heffner, 2006). Studies on innovation generally suggest that the external environment has a decisive role in innovation (Damanpour and Schneider 2006). Since the external environment that driving force of innovation can help determine the needs and opportunities of the organization. Organization's innovation strategies with the external environment can be considered a determining factor in focusing on its needs and providing competitive advantage. However, encouraging and supporting innovative business behavior helps organizations achieve long-term growth and competitive advantage. Innovative work behavior is the conscious production, encouragement and realization of new and useful ideas within the organization (Janssen, 2000). Innovative work behavior is critical for organizational innovation in an ever-changing environment (Montani, Torres, Ferreira, Mendonça, Silva,Courcy, and Dagenais-Desmarais, 2021). With digitalization, it is critical for organizations that employees have creativity and an innovative perspective (Lu, Wirtz, Kunz, Paluch, Gruber, Martins, Patterson, 2020).

### 1.4. Relationship between technology and innovation

Technology fosters innovation and enables organizations to remain competitive. According to Roberts (1987), innovation covers all processes related to the creation of new ideas and their implementation. In this vein, trade development consists of processes that include implementation, evaluation of goals, use and dissemination of research and development results and technology-based results (Roberts, 1987). The importance of new technologies and innovations for

competitiveness and growth is a truism among managers, policy makers, and researchers (Koellinger, 2008:3). Innovation is the key to competitive advantage in a highly turbulent environment (Neely, & Hii, 1998:4). The evolution of technological developments over time brings to the fore the value of the concept of technological innovation. Technological innovation involves the process of creating effective solutions using existing knowledge and technology. The concept of technological innovation attracts the attention of various researchers as a type of innovation (Casadesus-Masanell and Zhu, 2013). Studies conducted in this sense can be considered that the concept of technological innovation contributes to the advancement and development of technology in business life. Technological innovation includes product and process innovation (Mothe, & Uyen Nguyen Thi, 2010).

Technological innovation has a valuable contribution to the improvement of business processes. Businesses can determine their business models and strategies depending on their technological capabilities. In this vein, businesses can invest in technological innovations by developing new business models. Considering important approaches to define business models based on the firm's capabilities and evolving conditions in the market and information technology strategy can provide support in adopting new technology and changing business models (Kulatilaka and Venkatraman, 2001). In this regard, Kulatilaka and Venkatraman (2001) drew attention to the following factors regarding adopting technology and creating new business models:

❖ Evaluating opportunities related to change and researching ways to use

❖ Consider options, including options to predict possible opportunities and future scenarios for the business

❖ Activating options that include restructuring the company, re-evaluating partners and necessary adjustments to business models

However, thanks to advanced technologies, existing business models of companies can also be transformed in that way. In this regard, Pramataris et al., (2001) emphasized that the following steps should be taken into consideration in the development of new business models;

❖ Handling interactions with key people in the current market

❖ Determining current business goals for each key person

❖ Following current value flows in the market

❖ Identifying the factors necessary to remain competitive in the market

❖ Synthesis of existing business models

❖ Integrating elements created within the framework of new technology into existing business models

❖ Identifying technological capability development needs for existing key people

❖ Defining the mediating functions performed by the service provider

❖ Developing plans for new collaborations in the market

❖ Presenting the synthesis of proposed new models

On the other hand, the emergence of the Internet manifests itself as a result of technological developments. The Internet is a global network that enables the exchange of information through technological tools. Technology provides serious infrastructure in the management of tools, methods and a series of activities used to create this network and to develop businesses and improve their functions. As the commercial use of the Internet grows, it is becoming increasingly recognized that this is a very different business environment from its physical counterpart (Soliman, & Youssef, 2001:541). As the Internet becomes more central for commerce, Internet Web sites become more important for companies (DeYoung, 2005). Business-to-business marketers that take advantage of the operational efficiencies and effectiveness that emerge from utilizing the Internet in transactions are outperforming firms that utilize traditional transactional processes (Sharma, 2002:77). The development of the Internet-based e-business has emerged as a fast-growing trend in business (Soliman, & Youssef, 2001:541). Businesses use the Internet to provide information, connect, streamline operations, and reduce costs (Sharma, Krishnan, & Grewal, 2001). The development of various technologies allows changes and improvements to be made in the development of business models (Bagheri, & Movahed, 2016).

### 1.5. Competition-Based Strategies and Business World

Competitive strategies are of critical importance in achieving sustainable growth in the business world. Competition in the business world encourages organizations to achieve basic goals such as maintaining profitability. The strategy consists of a combination of certain elements such as maximizing opportunities with limited resources, minimizing threats, and planning each step related to

this (Boss, 2012). In the last three decades, the business-to-business strategy has been preoccupied with competition (Sharma, Krishnan, & Grewal, 2001:83). Strategies are created with the aim of understanding and meeting customer needs (Lee and Ok 2014). In strategic management, competitive strategies are of paramount importance in achieving success (Nayyar, 1993). In this vein, competitive strategies can be viewed a notable key as long-term plans and actions are determined by an organization to strengthen and maintain its position in the market. One of the main tasks in ensuring corporate success in a competitive environment is knowing how to manage competitive advantage (Halawi, Mc-Carthy, & Aronson, 2006). In light of this, it is thought that companies that use their internal aspect to neutralize environmental threats have a higher competitive advantage than other companies (Barney, 1995).

There are relevant elements that can be taken into consideration for businesses to be successful in a competitive environment. The competitive strategies that companies will adopt help prepare the steps necessary to adapt to market conditions (Grant, 1991). Porter (1980) drew attention to four elements that are crucial for organizations in creating strategies in a competitive environment. These are overall cost leadership, differentiation and focus. General cost leadership is based on managing and adding value to its activities to be the lowest-cost producer of goods and services in an industry (Bordean, Borza, Nistor, & Mitra, 2010). General cost leadership aims to achieve lower costs than the competition (Santos-Vijande, López-Sánchez, & Trespalacios, 2012). Economy of scale, raw materials and other essential factors come to the fore in providing cost leadership (Porter, 1997). It serves a large slice of the total market (Bordean, Borza, Nistor, & Mitra, 2010). In order to have a low-cost advantage, companies can be able to use and learn their cost advantages (Porter, 1997).

With differentiation strategy, organizations determine how to differentiate themselves from their competitors. It refers to product development with additional advantages in the market (Santos-Vijande, López-Sánchez, & Trespalacios, 2012). From this perspective, trying to find more reasons why customers will choose this organization can be viewed vital key in differentiation. However, differentiation can be costly (Porter, 1997). The elements to be determined when moving towards differentiation can be created by planning fundamental elements such as quality, speed, time, service and innovation. In this sense, there is a close relationship between this strategy and innovation activities (Santos-Vijande, López-Sánchez, & Trespalacios, 2012). The advancement of a few

companies by offering value to their customers such as technology, image and customer service can be considered essential in differentiation (Porter, 1997).

Focus strategy targets specific industry segments (Porter, 1997). Since differentiation and cost leadership strategies fail, focus strategy can be tried (Ali, & Anwar, 2021). Cost focus and differentiation focus are handled in two ways. In a cost-focused strategy, the firm identifies a small segment by a specialized manufacturer at a lower cost than its broadly targeted competitors and uses it to generate profits at lower costs (Hendry, 1990). In the differentiation focus strategy, the company proceeds by identifying a different and more comprehensive segment in the broader market (Porter, 1985). In this vein, companies that adopt focusing strategies should know their target market segments well and be able to predict the demands and needs of buyers in this segment (Bordean, Borza, Nistor, & Mitra, 2010). Although cost leadership and differentiation strategies appeal to the entire market, the focus strategy is thought to appeal to specific and smaller groups (Wright, 1987). In that respect, the maintenance of the competitive advantage of an enterprise lies in constructing and maintaining strategic resources conforming to industrial attributes (Zheng, Anxin, Huiping, Jingjing, & Qianqian, 2018:134).

Even if businesses determine their strategies in a competitive environment, situations where unexpected and radical changes may occur may arise correspondingly. These situations may affect the competitiveness of the business. In this vein, strategic discontinuity may emerge as an inevitable reality for businesses. The ability of companies to adapt to these discontinuities becomes relevant to be successful accordingly. At this point, strategic discontinuities are an relevant factor affecting the survival of companies in a competitive environment (Hitt, Keats, & DeMarie, 1998). It is about how companies behave when faced with an unexpected threat (Jan Eppink, 1978). Strategic flexibility can be considered as the ability of companies to respond to competitive forces in the market and to changes in the environment in the right time and manner (Jan Eppink, 1978). In fact, strategic flexibility of companies has an vital place in gaining competitive advantage and improving performance (Matthyssens, Pauwels, & Vandenbempt, 2005). Strategic flexibility can be expressed as companies acting proactively and reacting constantly to the changing environment (Hitt, Keats, & DeMarie, 1998). Companies can increase their strategic flexibility in two ways. The first of these is to try to reduce the impact of any event within the organization, and the second is to try to reduce the impact of a certain event (Jan Eppink,

1978). Furthermore, companies can obtain flexibility from employees, product design, organizational structure, multiple activities, suppliers, and collaborators (Das, 1995).

Further, the resource-based theory of the firm is of great benefit in strategy formulation (Bogner, Thomas, & McGee, 1999). Resource-based theory is considered a strategic competition model that envisions using the unique resources of businesses to achieve competitive advantage (Collis, 1994). The basis of the resource-based theory is the view that businesses' transformation of their resources into distinctive competencies is important for the success of the business. Current resource accumulation among firms may differ in their ability to compete with past accumulation (Dierickx and Cool, 1989). In this vein, there is the idea that resources consist of valuable, rare, perfect and inimitable features (Barney, 1995). Firm resources consist of tangible resources, intangible resources, organizational capabilities and financial resources (Collins and Montgomery, 1997). Firms' tangible resources can be thought of as resources that help them maintain daily activities and produce products and services. These resources are conventionally seen on the company's balance sheet and can be converted into value (Collins and Montgomery, 1997). The company's intangible resources consist of the company's intellectual, cultural, and relational assets such as its brand name, reputation and patents. It can be viewed that it plays a pivotal role in increasing customer loyalty and achieving long-term success. However, while organizational capabilities consist of activities that transform organizations' inputs into outputs, financial resources consist of material resources (Collins and Montgomery, 1997). There are also views that firms' learning and knowledge management form the basis of competence development (Bogner, Thomas, & McGee, 1999). Based on this, companies can produce unique knowledge through organizational learning (Bogner, Thomas, & McGee, 1999). Therefore, it is particularly relevant to determine and correctly implement competitive strategies as part of the strategic management process.

On the other hand, it is a key element for businesses to produce strategies by focusing on technological innovations and developments to gain a competitive advantage. A number of models and approaches are being developed in attempts to anticipate the nature and direction of technological change and its impact on the firm (Utterback, & Burack, 1975:7). Technology-driven competition is the strategy of organizations to gain advantage in the market through technological

innovations and developments. This strategy aims to increase efficiency, improve the quality of products and services, and increase customer satisfaction by integrating technology into business processes. These approaches and models include numerous practices and tools that develop and change depending on environmental and technological variables (Utterback, & Burack, 1975).

## 2. CHANGE STRATEGIES AND BUSINESS IN A FAST-CHANGING WORLD

### 2.1. What is Change and Change Management?

The development of technologies, the increase in competition, the gradual change in demands in the business world and the evolution of market conditions are significant indicators in defining change in today's competitive world and making it a successful factor in the business world. Change can be viewed as an existing feature of organizations at both operational and strategic levels (Burnes, 2004). Change stands out in the organizational context as a concept that covers all business-related strategies and processes and enables the transition from the current situation to a different situation. Change management, on the other hand, helps organizations gain flexibility and adapt to rapidly changing conditions by effectively managing the transformation of organizations, enabling them to progress strongly by providing a competitive advantage. As a result of globalization and technology, change management is central role for the continuity and development of companies (Shaikh, 2020). Adapting to change in the business world is a vital factor for companies to achieve sustainable success. These strategies enable companies to constantly adapt to changing conditions, increase their innovation capacity and respond quickly to customer needs. Businesses have come to realize the importance of innovation for survival in a world of global competition (Hage, 1999:599).

One of the central innovations regarding the management of organizational thoughts and activities since the 1990s has been the perspective of business processes (Hammer & Champy, 1993). In recent years, many organizations have changed and the issue of considering organizational culture in respect of change management and analysis has emerged as a necessity (Price, & Chahal, 2006). As the competition grows and markets shrink due to tougher economic

challenges, decision and policy makers require to understand the importance of constantly evolving to remain competitive (Shaikh, 2020:40).

## 2.2. How can the change process be managed?

There are several definitions of change in the literature. Definitions about change date back to the studies of Kurt Lewin (1947). Lewin's change model makes it easier for companies to understand, design and implement change in a basic framework. Lewin (1947) examines change in three processes by comparing it to ice cubes. Correspondingly, change involves three processes such as freezing, moving, and refreezing. The initial dissociation process, a difficult phase of change, consists of the activities required to change old behaviors (Burnes, 2004). According to Lewin, the first step to achieving lasting organizational change is to deal with resistance to change by unblocking the present system (Goodstein, & Warner Burke, 1991:11). Indeed, organizational structures, habits and processes are questioned by trying to change existing behaviors. 'Unfreeze' prepares the behavioral setting and readiness for change, whereas 'change' is actually acting to bring about a new level of operation or behavior, and 'refreeze' is stabilizing changes to prevent reversion (Hayes, 2002:153). Furthermore, it is significant in accordance with this stage to provide important activities such as preparing the employees within the organization for the change process, creating an environment of trust and creating solutions to problems (Kritsonis, 2005). The freezing phase creates awareness of current practices and models, allowing the desire for change to occur.

The second stage, action (change), is aimed at changing supportive behaviors for planned change in behavior (Burnes, 2004). The second stage involves a process of change–in thoughts, feelings, behavior, or all three, that is in some way more liberating or more productive than doing things the old way (Kaminski, 2011:1). The change phase continues with attempts to change the existing order. In this step, it is necessary to move the target system to a new level of equilibrium (Kritsonis, 2005:2). At this stage, personalized solutions can be found by using trial and error to realize change (Wirth, 2004). It is a vital stage in determining and encouraging new behaviors and processes.

The third stage is refreezing to make the change permanent and maintain it (Burnes, 2004). On the basis, changes take place and there is an effort to adapt to the new order. It covers the process of creating the systems and structures neces-

sary for changes to become permanent. Indeed, the organization's new management style and value systems can be redesigned (Goodstein, & Warner Burke, 1991). In addition, leadership behaviors, communication, and training, which are important in every process of change, are the basic building blocks required in this process. This step needs to take place after the change has been implemented in order for it to be sustained or "stick" over time (Kritsonis, 2005:2). The final or refreezing step of Lewin's model calls for the change agents to work actively with the people in the organization to install, test, debug, use, measure, and enhance the new system (Levasseur, 2001:73). There are different levels of analysis of change. Organizational change can occur in more than one way (Goodstein, & Warner Burke, 1991:8). At the organizational level, change can be thought of as a behavioral science that aims at planned change to improve organizational performance and increase individual development (Porras & Robertson 1992). Successful refreezing requires a commitment to remain actively involved until required new behaviors have replaced those that existed prior to the change (Levasseur, 2001:73).

However, during the change process, technology-focused companies use technology strategically to gain a competitive advantage and develop new business models. Since it can be thought that technology-oriented companies tend to adapt to change faster. Technology-focused companies are more likely to take risks and be open to innovations (Park, Park, & Lee, 2012). In this framework, it can be thought that they are more inclined to adapt to change (Atuahene-Gima and Ko, 2001).

### 2.3. The Relationship between Change and Competition

Change and competition can be considered vital as a complementary process in the business world. Since the competitive factor forces organizations to change (Barnett and Carroll, 1995). It is thought that the change in technology along with globalization brings *competition* to the fore and directs organizations to change (Victor and Franckeiss 2002). In this vein, technology, competition and change management emerge as central factors that determine the direction of the business world. Change management is a systematic and structured process of developing and implementing strategies and interventions for organizations transitioning from current state to a desired state (Tang, & Tang, 2019:47). Change management has always been an integral part of organiza-

tional management (Tang, & Tang, 2019:47). Organizations generally tend to change due to external pressure rather than internal pressure (Goodstein, & Warner Burke, 1991). In the organizational context, change is considered the examination of a difference in the structure, quality, or situation that occurs within the organization (Van de Ven and Poole, 1995). The environment can be considered as one of the central factors that lead organizations to change. Technological, economic, and social changes can be considered as one of the major factors affecting organizations in the formation of environmental factors. In this vein, the ability of organizations to change appears as a determining feature in adapting to environmental factors and evaluating opportunities. Environment and competition are central factors that determine organizational change (Burke and Litwin, 1992).

# 3. LEADERSHIP FOR CONSTANT CHANGE

## 3.1. The importance of Leadership in the Business World

Leadership in business life not only has a significant impact on the success of the institution and the performance of employees but is also necessary to remain in a competitive environment and to create the inclusive environment required for this. Ensuring the creation of a diverse and inclusive culture within the organization is critical to stand out in competition and be successful in today's conditions. Organizations make a significant contribution to creating inclusive initiatives and creating an inclusive culture (Kuknor and Bhattacharya, 2022). Leveraging the talents and experiences of leaders in creating this inclusive culture is effective in transforming this diversity into value and ensuring competitiveness. The ability to foster an inclusive culture in groups, organizations, and communities has become a fundamental component of 21st century leadership styles (Ferdman, 2020).

A leader can be defined as a person who has the necessary direction and responsibilities to influence one or more people and achieve the intended goals (Sethuraman, & Suresh, 2014). Changing demands and needs with technology bring about some changes in the duties and responsibilities of leadership. Leadership behaviors are not only significant for the success of the organization, but also show themselves in the acquisition of new skills and competencies that

managing various factors such as adapting to changing demands, rapid progress in digital transformation and meeting the need for diversity and flexibility. In this vein, leaders who adapt to the situation and condition and develop their own competencies and skills come to the fore in defining effective leadership in terms of responding to rapidly changing demands in business life and adapting to technology and change. An effective leader has a strong influence on the motivation of her followers in directing the business, determining the vision, and takes responsibility by establishing good communication with her followers. An effective leader can be able to change the duties and responsibilities of the leadership according to the situation and at the same time build the trust and respect of followers (Aric, 2007).

In today's conditions, ensuring that followers are productive while managing diversity and competition can be considered among the distinctive features of effective leaders. Leadership is a powerful component of achieving change in organizations and creating an effective organizational work environment (Javed, Naqvi, Khan, Arjoon ve Tayyeb, 2019). The leader examines the fit of the organization relative to the outside environment and shapes both the organization and the environment to the extent of the leader's capability to insure the best fit between the organization and the outside environment (Winston, & Patterson, 2006). In this vein, leaders who can keep up with the developments and changes in the information society, solve and understand problems with the people around them and can also manage differences and changes are a critical requirement to be successful in a competitive environment and in the face of change. Leadership is recognized to be intuitively essential since it motivates a change to make a behavior sustainable (Evans, Hicks, Cohen, Case, Prideaux, & Mills, 2015:8).

Leaders' focus on learning helps determine their full leadership potential (Bennis, 2003). Leaders' involvement in learning-oriented processes may help reduce uncertainty and risk. The more actively leaders take part in organizational learning processes, the more they can achieve renewal by following changes and new developments. Leaders are people who have a variety of competencies and skills and use spiritual, emotional and physical energy in a harmonious and coordinated effort to achieve organizational missions and goals (Winston, & Patterson, 2006). The leader providing an empowering environment involves sharing power with approaches to increase the motivation of followers (Kirkman and Rosen, 1999). Features such as the leader's transparency, feedback

to followers, communication, and empathy ability are among the factors that should be taken into consideration when determining the leadership types of the future (Bolden, 2004).

## 3.2. Change and Leadership

The accelerating pace of change in globalization, communications, and disruptive technologies, have created vital shifts in business life (Ahn, Adamson, & Dornbusch, 2004). The development of new technologies requires many organizations to constant change to remain competitive against environmental factors and a changing workforce. In this vein, technology provides convenience in increasing the speed of global interaction. Change management makes it easier to advantageously manage changes and interactions in organizations and societies. In light of this, change management can be considered as a plan that covers the processes of how the organization will move from its current state to the desired state in the future (Ajmal, Farooq, Sajid, & Awan, 2012).

With the increase in change in organizations, employees are faced with various stress factors outside their routines, jobs, and roles (Jimmieson, Terry, & Callan, 2004). When managing this constant change, organizational change needs to take into account not only external initiatives but also internal initiatives. It can be viewed that normal to encounter internal resistance in every change attempt (Ahn, Adamson, & Dornbusch, 2004). Another relevant factor in the constant change process is how leaders manage change. Leadership is a result of collective will dynamics as a function of individual needs and will (Burnes, & By, 2012). Bass (1985) emphasizes that leaders should handle change by creating a vision. Effective change requires addressing leadership with all its elements (Gill, 2002). Managing the culture within the organization during change can be considered relevant element for the change to occur advantageously. In this vein, the most fundamental role in shaping and transmitting culture falls on leaders (Weber, 1996). As reported by the American Management Association (1994), the success of change depends on the leadership role and the values and communication within the organization. In this vein, the change process is associated with leadership and organizational culture (Schein, 1986).

Leadership and change are two of the most important issues facing organizations (Burnes, & By, 2012:239). Ignored roles and requirements in change management may cause conflict and resistance to change (Gill, 2002). Resis-

tance to change, as one of the vital problems encountered has a pivotal role in change management. Studies reveal that resistance to change is caused by a lack of knowledge as a cognitive and behavioral reason (Kubr, 1996). A study shows that this is due to managers and employees having various ideas about how to implement change (Lines, 2004). Poor communication within the organization may be one of the reasons that affects change contrastingly (Proctor, and Douka-kis, 2003). Furthermore, motivational problems may be one of the vital factors affecting change (Will, 2015). In this vein, the roles of leadership in change management are critical factor for managing change. Success depends on con-tinuing to develop a sense of teamwork and active communication among those people in the enterprise engaged directly in the change effort and the other mem-bers of the organization who have a stake in the outcome (Levasseur, 2001:73). Change leadership requires taking part in all processes of implementing change in reducing resistance in the change process (Griffith-Cooper, & King, 2007). It plays a pivotal role all the principles, principles, and techniques necessary to influence the human aspects of major change (Ackerman Anderson & Ander-son, 2001).

Considering the importance and necessity of leadership roles in the change process, there are central factors that leaders should pay attention to for effective change management. *Change competence* is crucial in the change process (Ford, Laurie, and Angelo, 2008). How leaders manage and direct change processes can be considered significant as regarding their ability to manage change and successfully realize the requirements. In this vein, managers who are competent in dealing with all kinds of change and complexity will affect the motivation of employees in that direction (Will, 2015). However, another central element to consider in change management *is compensation and incentives*. Wages and in-centives that come to the fore during the change process are vital elements used strategically to understand employees' participation, perception, commitment, and activities in the change. In this vein, this system, implemented correctly, can have a great impact on the acceptance and successful implementation of change. Supporting relevant departments and implementing career opportunities can be considered useful in reducing resistance (Beer, Russel, and Bert, 1990). In addi-tion, another task for managers in managing change *is communication*. Effective change depends on leaders' communication with employees. Communication helps considerably in ensuring employee participation by reducing resistance to change. Communication channels, which are essential in this relationship, trans-

ferring the vision regarding change, mutual dialogues, feedback and reducing resistance are achievable through communication. Providing adequate information and participation to employees and managers in the change process can be considered central roles in managing change effectively (Will, 2015).

In light of the above information, good change management cannot be limited to just one reason. In this vein, the leadership role, which is crucial in change management, is of considerable to effectively realize change for both employees and the organization. Leaders showing open communication and flexibility to their employees help prepare employees for change. In this vein, the leader's role in impressively planning the process, reducing resistance, and implementing the steps to be followed is essential in managing change as the key to success.

## CONCLUSION

While technological developments are perpetually changing, the modern business world is also changing and evolving in this direction. Thanks to these changes and advancements, there are vital strategies and practices that companies can consider and maintain for being successful. These strategies and practices can be achievable if leaders are aware of these dynamics and create an infrastructure correspondingly. Change efforts that are managerial in nature can often lead to mismanagement, lack of effort, and conflict and resistance (Gill, 2002). In this vein, managing resistance may depend on leaders' change competencies (Ajmal, Farooq, Sajid, & Awan, 2012). Therefore, it is unavoidable for leaders to act and direct companies to keep up with constant change to ensure success. Technological developments and advancements play a pivotal role in the development and transformation of business processes. Studies reveal that technological change innovations have a supportive relationship with market growth (Gundry, Kickul, Welsch, & Posig, 2003). In this vein, these developments and advances increase competition. Being successful and maintaining success in a competitive environment depends on how leaders manage this constant change. Focusing on strengths and skills is a critical element in developing the competencies of leaders to become more effective and better leaders (Farr, & Brazil, 2009). Leaders can prepare companies for change and develop their competencies in adapting it. Effective leaders are those who organize the orga-

nization in accordance with its resources and capabilities and use these capabilities and resources successfully in this direction and develop strategies to gain competitive advantage (Sirmon, Hitt, & Ireland, 2007). In this regard, it can improve its technological competencies to gain a competitive advantage. If leaders can pioneer and sustain technological developments, they will be successful in achieving competitive advantage. Effective leaders encourage employees by focusing on the companies' change capabilities rather than focusing on the change being made (Wu, & Chen, 2012).

Leaders can use all the requisite opportunities and competencies to prepare the organization for change, and developing their capacity to adapt to competition in that direction is of great importance in being successful. Leaders can provide guidance on their technological competencies, capacity to adapt to change, vision, innovation, and competitiveness. In this vein, being flexible and adapting to change can be viewed crucial in creating the competitive cornerstones of the organization.

This chapter examines the interaction of change, technology, and the leadership role and can help explain how these factors contribute to the success of today's business world. In addition, it provides guidance on how leaders can use technology and strategies and gain competitive advantage while directing their organizations. It brings together essential concepts and approaches on the topics, providing valuable information to readers, business leaders, researchers and entrepreneurs.

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# CHAPTER 2

## EVALUATING THE SOCIOLOGICAL ASPECTS OF THE PROBLEMS FACED BY WOMEN'S COOPERATIVES IN DENİZLİ

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### ABSTRACT

Women's cooperatives are seen as important models worldwide for women's participation in economic and social life and for generating income. In Turkey, women's cooperatives are established with the aims of providing women with employment and income, empowering women socially, finding solutions to common women's issues, providing childcare services, and organizing and empowering members collectively. When examined sociologically, women's cooperatives play a significant role in providing employment and income to women, economically and socially empowering women, supporting local development, and achieving gender equality.

This study, conducted in Denizli, aims to understand and explain the forms of organization, fields of activity, challenges faced, and future goals of women's cooperatives through the narratives of their representatives, within the scope of organizing women through cooperative practices and identifying the sociological problems experienced by women's cooperatives in Denizli. This study is based on field research. In the field research, in-depth interviews, one of the qu-

alitative data collection techniques, were utilized. When the data obtained in the field study were analyzed, it emerged that in Denizli, for women's cooperatives to provide employment and income to women, empower women economically, reduce women's poverty, ensure social inclusion through women's participation in socio-economic life, and develop an alternative development model, it is necessary first and foremost for the women who are members of the cooperative to have knowledge and experience in operating the cooperative.

**Keywords:** Women's cooperatives, social inclusion, alternative development, gender equality

## INTRODUCTION

The emergence of cooperatives dates back to the mid-19th century. It has been reported that there are over 3 million cooperatives worldwide, with more than a billion people being cooperative members (Cooperatives UK, 2022). Women's cooperatives are viewed as important models for women's economic and social participation and income generation globally. In Turkey, there are a total of 13,030 cooperatives, with nearly 9,247 of them being active, encompassing around 40 different types (Ticaret Bakanlığı, 2022). Women's cooperatives in Turkey began to be established in 1999. The Cooperative Initiative Production and Operation Cooperative Charter, in accordance with Article 88 of the Cooperatives Law No. 1163 published by the Ministry of Commerce in 2012, recognized women's cooperatives as a special category (KEİG, 2018, p. 5).

In Turkey, women's cooperatives are established with the aims of providing employment and income for women, empowering women socially, addressing common women's issues, providing childcare services, and organizing and empowering members collectively (Duguid et al., 2015, p. 45). As of 2022, the number of women's initiative production and operation cooperatives in Turkey has reached 870 (Ticaret Bakanlığı, 2022).

When examined sociologically, women's cooperatives play a significant role in providing employment and income for women, empowering them economically and socially, supporting local development, and achieving gender equality. Through organization, a sense of solidarity and awareness among women increases. Women, through cooperatives, are made visible in the social field as an independent socius association. In this context, women's cooperatives develop

a perspective towards working for the empowerment of women socially, economically, and culturally. It is an important question which group of women the women's organizations address and what proposals and solutions they aim to mobilize women for (Sancar, 2011, p. 85). This study aims to understand and explain the organizational forms, fields of activity, challenges faced, and future goals of women's cooperatives in Denizli through the narratives of the representatives of women's cooperatives. This study is based on field research. In the field research, the in-depth interview technique, one of the qualitative data collection techniques, was utilized.

## 1. AN OVERVIEW OF COOPERATIVES

Cooperatives are established based on globally defined values and principles set forth by the International Cooperative Alliance. The fundamental values of cooperatives include self-help, self-responsibility, democracy, equality, justice, honesty, and solidarity. Cooperatives rely on a distinctive model that fosters societal development and possess characteristics such as joint ownership by members, service to members, and democratic governance by members. They operate in accordance with principles of voluntary and open membership; democratic control by members; economic participation by members; autonomy and independence; education, training, and information; and cooperation among cooperatives and concern for the community (ICA, 2022).

It has been reported that over a billion people worldwide are members of cooperatives (Cooperatives UK, 2022). Cooperatives can be established wherever there is a need and operate in various sectors. In this respect, cooperatives are seen as effective tools in reducing poverty. With their values, founding principles, and unique models, cooperatives are regarded as significant tools in combating poverty and gender discrimination. They offer comparative advantages for socially disadvantaged groups, such as women (Esnaf, Sanatkârlar ve Kooperatifçilik Genel Müdürlüğü, 2019, p. 18).

The countries with the highest share of cooperative members in their population are France, Finland, and Switzerland. The countries with the highest number of individuals employed in cooperatives as a percentage of their population are New Zealand, Switzerland, and Italy, followed by New Zealand, the Netherlands, and France (Dave Grace & Associates, 2014).

In Turkey, there are a total of 13,030 cooperatives across 34 different types, with 9,247 being active and 3,783 non-active. Among the active cooperatives, the top five are motor carriers, artisans and craftsmen credit and guarantee, business, road passenger transportation, and women's initiative production and operation cooperatives (Ticaret Bakanlığı, 2022).

## 2. WOMEN'S COOPERATIVES

Women's cooperatives are considered as important tools in achieving gender equality and empowering women socially. They contribute to local development by empowering women economically. In this regard, women's cooperatives differ from other cooperatives. Women's cooperatives can be established through the self-organization of a group of women, as well as with the encouragement of women's organizations, local governments, and development projects (KEIG, 2018, p. 8).

In 1995, the International Cooperative Alliance (ICA) took a global stance by adopting the decision on "gender equality in cooperatives," considering it a paramount priority for the cooperative movement. With the aim of addressing issues related to gender inequality, the ICA undertook a series of global programs and activities for the development and advancement of women. The low participation of women in cooperatives was identified as a problem, and barriers to women's participation in cooperatives were specified. The social, cultural, economic, and political barriers impeding women's participation in cooperatives were defined as factors such as excessive current workloads, low levels of education, or the inability to meet the necessary criteria for membership and leadership positions. Access to resources such as education, credit, production, input, and marketing, as well as equality in managing these resources, were emphasized as some of the fundamental solutions (ILO & ICA, 2015).

Cooperatives are one of the incentive tools used to develop social capital. They serve as a starting point for empowering women, integrating women into development, and ensuring economic and social inclusion. Economic freedom provides women with autonomy in other aspects of life, making it a key element in women's empowerment. Women's cooperatives, considered as an important means of achieving women's economic freedom, play a significant role in empowering women (Bharti, 2020, p. 618).

Research indicates that the collective elements and self-confidence supported in the cooperative model enable women to enhance their social capital (Ojha, 2018, p. 64). The results of studies on the impact of cooperatives on women generally show that the number of women in leadership positions in cooperatives is higher compared to other businesses (ILO & ICA, 2014). The purposes of women in establishing cooperatives are generally reported as gaining access to safer and better working conditions, paid employment, accessing lower-priced products, benefiting from financial services, and providing solutions to gender-based discrimination and violence (Duguid et al., 2018, p. 28-29).

## 3. WOMEN'S COOPERATIVES IN TURKEY

In Turkey, as in the rest of the world, the contribution of women to the economy lags behind that of men. According to the 2022 data from the Turkish Statistical Institute, the labor force participation rate for women is 35.1%, while for men it is 71.4%. Similarly, the employment rate for women is 30.4%, whereas for men it is 65% (TÜİK, İşgücü İstatistikleri, 2022). Globally, the employment rate for women is reported to be 45% (The World Bank Data, Employment, 2022), while in EU member countries, the employment rate for women is 67.7% (Eurostat Gender Statistics, 2021).

Cooperatives are structures that prioritize humanitarian needs by promoting democratic governance and collaboration through their founding principles and values. Women's cooperatives, on the other hand, are organizations consisting of and represented by women (Bastida, 2020, p. 4). Women's cooperatives play a significant role in both increasing female employment and contributing to local development (Bouhazzama ve Guenaoui, 2020, p. 195).

Women's cooperatives began to be established in Turkey in the late 1990s. The Turkish Ministry of Commerce's 2012-2016 Cooperative Strategy and Action Plan identified the activity of "organizing under cooperatives for the purpose of increasing women's entrepreneurial capabilities and ensuring their participation in the economy as actors" under the strategy of "Increasing Organizational Capacity and Cooperative Collaboration Opportunities" (Türkiye Milli Kooperatifler Birliği, 2012). In 2012, with Article 88 of Law No. 1163 on Cooperatives, the Cooperative Charter for Women's Initiative Production and Operation Cooperatives was published. While women's cooperatives do not

differ from other cooperatives in terms of legal responsibilities and obligations, they represent an important form of organization for women, particularly in terms of social and economic benefits and the potential for solidarity economy (KEIG, 2018, p. 5).

The number of women's cooperatives in Turkey is increasing. As of 2009, the number of women's cooperatives in Turkey was reported as 93 (Özdemir, 2013, p. 302). As of 2021, it has been reported that there are a total of 608 women's initiative production and operation cooperatives in Turkey, with 594 being active and 14 non-active (Ticaret Bakanlığı, 2017).

Women's cooperatives pursue social goals alongside economic ones. Sometimes, social goals outweigh their economic objectives. With the model of women's cooperatives, the aim is to provide women with employment and income, empower them economically, reduce women's poverty, ensure their socio-economic participation, and develop an alternative development model (KEIG, 2018, p. 9).

Women's cooperatives include activities that aim to enhance women's quality of life and provide economic income, such as organizing educational courses for skill development, producing and marketing traditional food products, running restaurants, providing education and care for disabled individuals, offering pre-school education, marketing products produced by women, providing literacy, computer, and entrepreneurship courses (Emiroğlu, 2019, p. 4-5).

Research conducted in Turkey in 2015, involving 101 active women's cooperatives, showed that these cooperatives were predominantly engaged in income-generating activities. Socio-cultural activities, social awareness development, capacity-building and skill training for women followed income-generating activities. Early childcare and education services for disabled children were at the bottom of the list. While these areas may not be common fields of activity for cooperatives in general, they constitute specialized areas for some women's cooperatives. The same research investigated the services received by women from women's cooperatives, with socio-cultural activities ranking first. Following socio-cultural activities were education and training in areas such as referrals to other institutions like municipalities, associations, and NGOs, leadership, information technologies, financial literacy, entrepreneurship, gender equality, and anti-violence. Gaining skills in activities like handicrafts and sewing, accessing marketing knowledge, generating income through coopera-

tives (e.g., food production or handicrafts), and accessing affordable goods and services through cooperatives were also listed (Duguid et al., 2015, p. 49-50).

There are various women's groups and networks in Turkey that support women's cooperatives. The Women's Labor and Employment Initiative Foundation (KEDV), the Simurg Women's Cooperatives Union, and the Women's Labor and Employment Initiative (KEIG) are some of them. The Women's Cooperatives Communication Network (Kadın Kooperatifleri İletişim Ağı - KİA) was established in 2005 through the collaboration of women's cooperatives. This network officially took the name Simurg in 2014 (KEIG, 2018, p. 25). The Simurg women's cooperatives union was established to increase the social and economic impact of women's cooperatives, contribute to the country's economy, and create opportunities for mutual support, cooperation, and the sharing of knowledge and experiences for common needs and goals. Simurg works to enhance the organizational capacities of women's cooperatives throughout Turkey and to facilitate communication, coordination, and collaboration among them (Simurg, 2023).

KEDV, founded in 1986, is a non-governmental organization aimed at supporting the improvement of the quality of life for impoverished women, particularly through the economic empowerment of women and strengthening the role of women in local development. KEDV encourages women's cooperatives, conducts education and legislative work for women's cooperatives, and supports the organization of meetings for women's cooperatives (KEDV, 2022).

KEIG is a platform consisting of women's organizations from various parts of Turkey that primarily work in the field of women's labor and employment, addressing different areas of gender equality such as women's labor, violence against women, and women's participation in decision-making processes. The main objective of KEIG is to contribute to the creation of policies that support women in gaining secure and sustainable employment with sufficient income, and to improve existing policies. Women's cooperatives are also included within KEIG, and working groups on cooperatives are held within the structure of KEIG (KEIG, 2023).

Cooperatives in Turkey fall within the jurisdiction of ministries. While cooperatives in Turkey are primarily under the jurisdiction of the Ministry of Commerce, there are also types of cooperatives that operate within the scope of the Ministry of Agriculture and Forestry, as well as the Ministry of Environment

and Urbanization.

Local governments play an important role in supporting women's cooperatives. Local governments can support women's cooperatives by providing venues for production and sales, offering free sales and promotion opportunities at events such as fairs and festivals, encouraging the purchase of products and services, and conducting awareness-raising and promotional activities to increase interest in women's cooperatives and their products. Well-supported women's cooperatives can become significant actors in local development. Especially for local governments, women's cooperatives represent an important potential for better service provision and more efficient use of resources (Duguid et al., 2015, p. 123). Therefore, collaboration with local governments is crucial for women's cooperatives.

## 4. METHODOLOGY

In this research, the semi-structured interview technique used in qualitative research was utilized (Grbich, 2013, p. 7). Within the framework of the points mentioned by Creswell (2013, p. 164-166) regarding the use of the technique, a speech explaining the importance of the research topic was prepared first. The target audience of the research is the women's cooperatives located in Denizli Province and its districts. This research was conducted between June and September 2023. Since the women's cooperatives in the research population are located in different districts and rural settlements, multiple methods have been determined to reach the interviewees and complete the fieldwork. These methods are phone interviews and face-to-face interviews. Within this technique, a semi-structured questionnaire was used. In-depth interviews, as a data collection technique, enable the detailed examination of the research topic by asking open-ended questions, listening, and asking related additional questions. This technique allows for delving into the essence of apparent facts, understanding their details, and comprehending them holistically. The research aimed to systematically determine the problems faced by the 14 women's cooperatives operating in Denizli Province by interviewing the 14 members of these cooperatives face-to-face and over the phone, and to discuss the methods of coping with these problems based on the pre-determined questions. The aim of the study is to be an original study on women's cooperatives in Denizli by examining the prob-

lems encountered by women's cooperatives, which have recently been adopted as an alternative organizational model, and discussing the solutions (Yıldırım and Şimşek, 2008: 108).

## 5. FINDINGS AND DISCUSSION: WOMEN'S COOPERATIVES IN DENİZLİ

It was observed that cooperatives are generally established with a small number of members (1-10), and over time, some experienced an increase in the number of members. When evaluated based on the number of members, cooperatives with fewer than 10 members constitute the majority of women's cooperatives. In the field study conducted in Denizli, it was determined that a total of 14 women's cooperatives are currently active.

The majority of women's cooperatives established in Denizli were formed with the support of local governments, district governorships, and provincial directorates in line with the goal of "strengthening women's cooperatives, ensuring their sustainability, enhancing their institutional capacities, and increasing their visibility" within the scope of the Presidency's 100-Day Action Plan implemented by the Ministry of Family, Labor and Social Services.

The first women's cooperative established in Denizli was the Ayasofya Women's Cooperative. Although this cooperative was founded in 2004, it was initially established under the name "Hanımeller Home Products Consumption Cooperative" due to the absence of a specific women's cooperative bylaw at the time of its establishment. All of its members are women. The cooperative underwent restructuring and changed its type to "Women's Initiative Production and Operation Cooperative" in 2020, thus continuing its activities under the name "Ayasofya Women's Cooperative."

Following Ayasofya Women's Cooperative, the Denizli Province and All Districts Women's Cooperative was established in 2016; in 2019, women's cooperatives were established in the districts of Serinhisar, Acıpayam, Çameli, and Serinhisar; in 2020, women's cooperatives were established in Merkezefendi, Babadağ (liquidated), Bakova, Yeşil Çivril, Belküm, Bozkurt, Çardak, Çal, and Bekilli districts; and in 2021, the Bekilli and Selçuk Bacı women's cooperati-

ves were established. Virtually all women's cooperatives established in Denizli were formed with the support of local governments and ministries through grant support.

*"Our cooperative was established with the support of the district governorship."*

*"We established our cooperative with the support of the mayor."*

Out of a total of 14 women's cooperatives in Denizli, 11 cooperatives benefited from the Machinery and Equipment Support Program of the Ministry of Trade (KOOP-DES). Additionally, only two women's cooperatives (Ayasofya and Serinhisar) in Denizli benefited from the Cooperative Grant Program of the South Aegean Development Agency.

*"We were told to become partners in the cooperative and sell your products. So, we became partners. However, we are not very knowledgeable about cooperative management."*

*"If the mayor changes, we don't know what will happen to us. Will we continue to receive assistance?"*

During the interviews, it was found that the most common challenges faced by women's cooperatives were related to business management, marketing, production, packaging, and branding. Despite being established for two years, the Buldan and Çardak women's cooperatives have not yet made any sales. The Çal and Bekilli women's cooperatives attempt to engage in product sales without manufacturing. It was reported that in the process of women becoming members of cooperatives, voluntarism is not taken into account to a great extent, which leads to a lack of ownership of business processes by female partners.

*"We only handle the sales transactions of the products that come to our cooperative."*

Since they were established in accordance with the instructions received from relevant ministries within the scope of the Presidency's 100-Day Action Plan in 2018, voluntarism is not given much consideration. In the interviews, it was observed that most female partners in the cooperatives have an interest only in product production. Women do not seem to have such awareness regarding education. Typically, only 1-2 female partners actively participate in cooperatives.

*"We struggle a lot in operating the cooperative with just one or two partners.*

*The other partners do not help us much in this regard."*

*"Our cooperative partners are reluctant to receive education. They only say, 'Let's just produce tomato paste, pickles, and tarhana.'"*

The majority of partners in the cooperatives do not engage in any activities other than production. This situation eventually leads to disillusionment among active women. It was observed that planned production is not carried out in cooperatives. During the interviews, it was mentioned that women's cooperatives traditionally produce products (pickles, tomato paste, jam, and tarhana) intended for winter consumption. Since all women's cooperatives produce the same products, this situation creates an oversupply, causing marketing problems.

*"...We do not have sufficient knowledge about quality, hygiene, and natural production. We continue to produce products in the way we learned from our elders."*

*"Now, we produce the products that we used to make for winter consumption, for sale in the cooperative."*

It was determined that the majority of partners in the women's cooperatives in Denizli do not have social security. Since women's cooperatives do not conduct production and packaging in accordance with the Turkish Food Codex rules, this situation leads to the products of the cooperatives not being able to sustain themselves in the market. Only four out of 14 cooperatives in Denizli comply with the codex rules for production and packaging. However, due to inadequate promotion, sales remain at a certain level. Among the women's cooperatives established in Denizli, only Acıpayam-Serinhisar and Ayasofya women's cooperatives were established without receiving any external assistance. The remaining cooperatives were established with the support of local governments, district governorships, and public institutions and organizations. The Merkezefendi women's cooperative received the highest level of funding and labor support from the local government. During the interviews, it was noted that unless steps are taken towards institutionalization and a sufficient amount of operating capital is available, 50% of women's cooperatives in Denizli may enter a liquidation process within the next 5 years.

**CONCLUSION**

Women's cooperatives, initiatives established by and for women, aim to empower women socio-economically and promote gender equality both globally and in Turkey. Cooperatives, which have become increasingly prevalent in recent times, play significant societal roles for women who are often marginalized in economic life. Women's cooperatives play a crucial role in transforming the socio-economic status of disadvantaged groups of women who have been excluded from the employment process for various reasons, making them "stronger."

Cooperative structures elevate women to a decision-making point in the economy by supporting their participation in production and politics. In this context, it is imperative for women to sustain their presence in cooperatives steadily and continue to exist by solving their problems themselves. Studies show that when women's cooperatives are sociologically evaluated, they have significant positive effects on women in terms of earning income, gaining economic independence, and increasing self-confidence. Moreover, women, through cooperatives, enhance their knowledge and skills in various areas, creating societal benefits (Carrasco, 2019, p. 59). All these elements demonstrate the positive impact of women's cooperatives on women (Birchall and Ketilson, 2009, p. 10).

However, when looking at women's cooperatives in Denizli specifically, it has been stated that cooperatives established with a top-down perspective face considerable challenges in ensuring their sustainability. This situation also poses a significant obstacle to women coming together around a common goal and working together.

Upon analyzing the data obtained in the field study, it emerged that in Denizli, women's cooperatives need to prioritize the accumulation of knowledge and experience related to running the cooperative among the women who are cooperative partners, in order to provide women with employment and income, empower them economically, reduce women's poverty, ensure their social and economic participation, and achieve social inclusiveness through the cooperative (Nair ve Moolakkattu, 2015, p. 108). Additionally, it is crucial to initiate the necessary efforts for determining product diversity according to market demands, conducting production and packaging in compliance with food codes, giving a brand value to the produced items, and establishing operating capital.

Lastly, before the establishment of women's cooperatives, support should be

provided to women in the application stage for conducting market demand-oriented research. In connection with this, it is believed that preventing the uncontrolled increase of women's cooperatives is a significant step that can be taken in this field. Finally, imposing limitations on women's cooperatives established under municipal partnership to prevent the creation of a sense of control/supervision in their internal functioning and to develop a sense of financial/psychological self-sufficiency can play a leading role in opening the way for developments in the field.

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# CHAPTER 3

## PRO-SUSTAINABILITY TOURIST BEHAVIOR AMONG MILLENNIALS (Y GENERATION)

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### ABSTRACT

People living in the same period and affected by important events that occurred in the relevant period tend to show a common attitude and behavior. In addition, the concept of generation is explained by the concept of a community that witnessed important events in the same time period and developed certain behavioral patterns among themselves as a result of this event. From this point of view, the characteristics of Generation Y tourists, their travel preferences, tourist behaviors and sustainable tourist behaviors are discussed in the study. This generation is very active in finding information on the internet, making travel reservations, doing research on the place to go on holiday, making more use of increasing travel opportunities, and actively using social media. Y generation tourists travel frequently, explore new destinations and regions, and seek new experiences and knowledge. Sustainability has become one of the most important trends in global tourism among millennials. Although generation Y has high awareness of sustainability, sustainability shapes their behavior and

attitudes in their travels.

**Keywords:** Generations, Y Gen, Tourist Behavior of Y Gen, Pro-Sustainability Tourist Behavior.

## INTRODUCTION

The tourism industry is one of the important sectors that supports employment and economic growth for many countries in the world. It is extremely important that the tourism sector, which makes significant contributions to countries at the international level, uses its resources in a sustainable manner and transfers these resources to future generations. The earth has been facing problems such as environmental pollution, global warming and climate change, especially recently. In order for the environment, which is the common existence of all living things, to meet the needs of both today and future generations in a sustainable manner, the principle of using it while protecting it from the principles of sustainability must be taken into account.

The conditions of the period in which we live change the needs of society, and therefore people in each period can develop different expectations, desires, priorities, perceptions and behaviors (Taş and Kaçar, 2019: 646). People's upbringing and the generation they are in; It is observed that there are differences in issues such as character, workplace expectations, working methods, consumption habits, travel preferences, tourist behavior (Keleş, 2011: 129). Based on this, according to the biological definition, generations are settled at intervals of 20 or 25 years in the thousand-year period. Generations are evaluated within certain historical intervals of periods. They are classified as the silent generation, baby boom generation, Generation X, Generation Y, Generation Z and Generation Alpha.

Generation Y, which is focused on in the study, refers to the community of people born between 1980 and 2000, the youngest of whom is 21 years old and the oldest of whom is 41 years old. Generation Y, also known as the millennium generation (Strauss and Howe, 1991), was born into the world with the internet (Smola and Sutton, 2002: 381) and is therefore the first technological and global generation in the world (Berkup, 2014: 222). The concept of Generation Y comes from Gen Y, which is the abbreviation of the word "Generation Youth", which means "young generation" in English (Tükel, 2018: 28). Other names

given to this generation are as follows: Next generation, digital generation, echo boom, next ones (Lower, 2008), net or web generation (Benckendorff, Moscardo and Pendergast, 2010).

Changing behaviors changed the type of tourists in this period. Tourists have now become conscious people who demand goods or services adapted to them, give increasing importance to nature and its environment, and expect special attention in the tourism event they participate in. Therefore, tourists have now started to turn to tourism types where they can get more individual, personalized, different experiences and appeal to their special interests (Tuna, Kızanlıklı and Küçükergin, 2017: 61-62). Generation Y tourists are an important generation who are already engaged in tourist behavior today and will be potential tourists for a long time in the future. Although their expectations and demands differ from previous generations, they are tourists who are extremely sensitive to the environment. In addition, it is important for sustainable tourism to take into account the principle of equality between generations and for the Y generation, to ensure the cultural and social integration of societies, to increase the quality of life of the local community and to provide a high quality experience for visitors (Seçilmiş and Köz, 2015).

## 1. FEATURES OF MILLENNIALS TOURISTS

With globalization, a new world order has emerged, such as the removal of barriers between countries, the internationalization of businesses, the unification of cultures and access to products and services from all over the world. Growing up of millennials in a global world has enabled them to think globally. Thanks to their global perspective, millennials approach differences with a more understanding and display more respectful behavior towards races, ethnic origins, cultural values, and genders other than themselves (Berkup, 2015: 96). Millennials are individualist, entrepreneur, fast consuming, intertwined with technology and fond of their freedom. In addition, fast consumption and selfishness are among the characteristics of the individuals of them. They have grown up with the internet and television, they use the internet in many areas, attach importance to expressing himself on social media, follow newspapers and magazines on the internet, and like to shop mostly online.

It is seen that the millennials, who grow up under good conditions, do not

have much patience as they do not experience the poverty seen in the previous generations. Members of the millennials do not like to be patient and wait. This situation is seen as the disadvantages of the Millennials. In addition, it has been determined that individuals in this generation have higher tendencies of self-love, anxiety and depression, less willingness for social approval and a strong external locus of control compared to previous generations (Real et al., 2010: 304).

In the future travels of the millennials, the rate of those who will have a family holiday with their children is high. Besides, going on holiday with friends, sea, sand, sun holidays, visiting a big metropolis city and camping are among the holiday expectations of the millennials. Visiting a foreign country, vacation on one's own, multi-generational vacation, cruise, visiting a mountain resort, combining business trip with leisure and quiet counrtyside holidays have been identified as holiday expectations of millennials tourists (Table 1).

**Table 1:** Types of Future Vacations
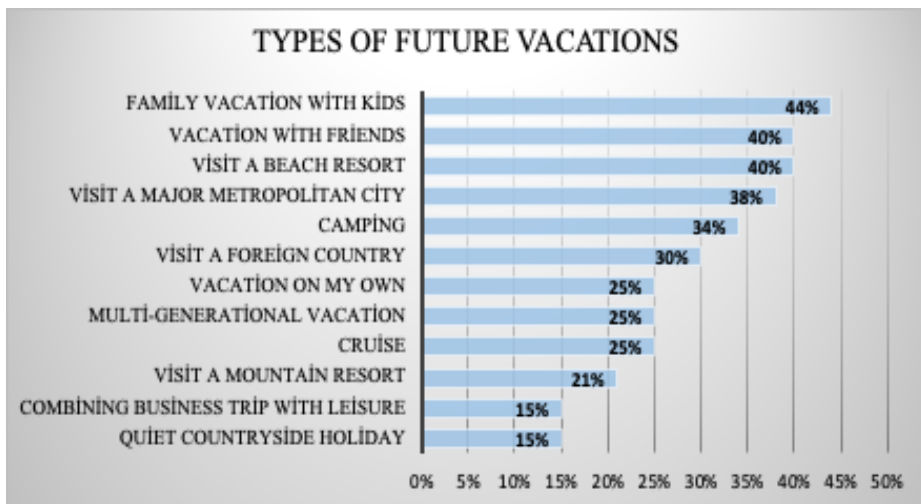


**Source:** Resonance Consoltancy, 2018: 13.

## 2. TOURIST BEHAVIOR OF MILLENNIALS

Behavior is the conscious responses of the organism to intrinsic and extrinsic effects or stimuli. The most important factor that distinguishes behavior from movement is the characteristic that behaviors are conscious reactions (Tutar, 2015: 53). The more positive the attitude, specific norms and perceived control over behaviors, the more positive the intention to do that behavior will be (Middleton and Smith, 2011: 250). In other words, if the person thinks that vacationing / going on holiday behavior is a good and beneficial behavior in a time when he / she does not perceive any obstacle, if he / she can get support from his / her social environment in this regard and if he / she has enough money / time, this intention will most likely be transformed into a behavior (Bozkurt Kutluk and Avcıkurt, 2019: 1297-1298). From this point on, it is an issue that needs to be dwelled on as the tourist behavior and travel adoptions of generations differ. Therefore, in this part of the study, the tourist behavior of the Millennials is focused on.

Millennials has a holiday buying behavior influenced by social media advertisements, information and comments made for the holiday experienced. In their study, Kim, Xiang and Fesenmaier (2015) examined the ways traditionalists, baby boom, and generation X and Millennials tourists take their travel planning. According to the research results, they found that the internet is used by all generations, but there are important differences regarding the websites used for travel planning activities, information search and online reservation. They have reached the conclusion that especially the Millennials tourists are more engaged in travel planning, they use television, the internet and social media more in their holiday buying behavior, and that the generations before the Millennials used more traditional ways (such as booking from travel agencies) to search for information and make reservations. As can be seen, the Millennials is a generation that uses the internet efficiently, receives information for their travels from review on some websites such as Trip Advisor, and also cares about the views of their immediate surroundings and performs purchasing behaviors accordingly (Özel, 2017: 14; Ertürk, 2019: 52). In addition, Millennials, who seek excellence in purchasing behavior and attach importance to quality, realize the services and products they will purchase based on entertainment rather than a need.

From this point of view, the decision-making process of Millennials tourists towards travel are discussed in eight groups (Choudhary and Gangoita, 2017);

- *Seeking entertainment;* Millennials members just want to enjoy their travel experience during their trip.

- *Having a price awareness;* Millennials members are likely to choose businesses that will offer them the best price.

- *To act motivational;* Millennials do not need a reason for travelling. They just want, and they instantly decide and act quickly.

- *Perfectionism - seeking high quality;* For Millennials, it is important that a trip is well planned and the destination has quality features.

- *To have brand awareness;* in the selection of the destination, its brand and fame is important. Millennials members believe that price and quality have equal importance.

- *To pursue novelty;* Members of Millennials constantly want to experience new things and attach importance to the concepts of their destination.

- *Adherence to adoptions;* Millennials members tend to visit their favorite destinations frequently.

- *Indecisive between their extreme choices;* The confusion of millennial members as they are exposed to information from many areas makes it difficult for them to choose between multiple choices.

Millennials attach importance to reliability and transparency among their holiday behaviors and prefer businesses that they feel close to. On average, they decide to go on vacation at least twice a year. In addition, Millennials consider business trips also as taking a vacation (Avcıkurt, 2018). According to the Millennial Brief on Travel & Lodging (2016) report of FutureCast focusing on the global travel industry;

- 9 out of every 10 Millennials tourists definitely want to have a new experience on their next trip.

- 70% of the participants of the research reported that they aim to discover the society and the way of life in the place they go on holiday, and that they first obtain information from 10 different sources and check in terms of price.

- 55% of them state that their travels are about exploration and adventure.

- 75% of them stated that they have travel applications on their phones.

- Weekend trips of Millennials tourists account for half of their entire travels.

- 62% of millennials, on the other hand, add a few days to vacation when they make a business trip to a city they have never been to or enjoyed having been to.

While social media helps tourists in their travel planning in the tourism sector, social media affects the behavior and decisions of tourists in the further stages of travel. Similarly, technology has an effect on the travel purposes of tourists and consequently on tourist behaviors.

When the way of vacation reservation of Millennials tourists is examined, it is determined that they use online reservation channels more. When making Millennials holiday reservations according to Table 2 from travel websites (64%), almost half (47%) from specific hotels/ resorts/ airline brand website, over the phone with specific hotels/ resorts/airline central reservation and from travel agencies (24%), airline companies (23%) and from tourism destination's websites (22%) and other channels (4%) reported that they had benefited.

**Table 2:** Travel Booking Method
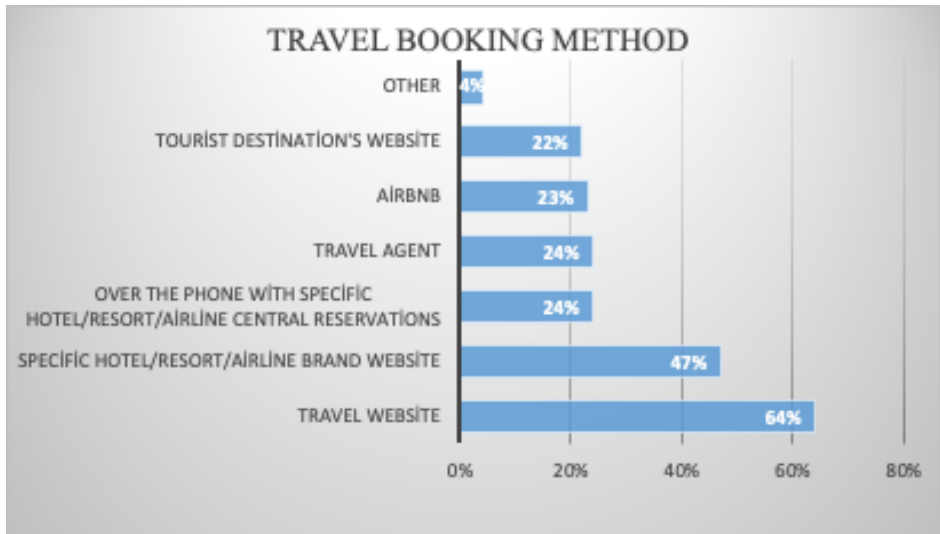


**Source:** Resonance Consoltancy, 2018: 58.

## 3. PRO-SUSTAINABILITY TOURIST BEHAVIOR

Increasing environmental pollution without any boundaries creates environmental concerns in individuals. These concerns change individuals' attitudes towards the environment and enable them to behave positively. Individuals' environmental knowledge and/or thoughts, choosing environmentally friendly products or changing their environmental behavior are indicators of their environmental sensitivity (Yılmaz, Çelik and Yağızer, 2009).

Pro-environmental behavior is conscious, individual and optional/voluntary social behaviors/business actions that harm the environment as little as possible, benefit the environment and can increase the environmental performance of the business, such as green behavior, recycling, rational use of resources, participation in environmental initiatives, more sustainable policies (Stern, 2000; Ramus and Steger, 2000; Ramus and Killner, 2007; Russell and Griffiths, 2008; Boiral, 2009, Steg and Vlek, 2009; De Roeck and Farooq, 2017). This relationship between behavior and environmental attitude is based on attitudes towards behaviors that will affect the environment.

In the face of climate change and other environmental negativities experienced today, it is important for people to take action to reduce environmental damage. A focus on activist behavior can be expressed in the assumption that to successfully reduce climate change and other environmental problems, people must go beyond voluntarily limiting their own consumption. These behaviors should include elements that lead to social change, such as environmental regulations of industries, economic incentives for the transition to carbon-neutral energy sources, cultural changes away from materialism, and restricting the political power of fossil fuel companies (Fielding and Hornsey, 2016: 4; Rees, et. al, 2015: 441). Pro-environmental behavior is more costly in the short term than behavioral alternatives that are more harmful to the environment (Wagner et al., 2002). Therefore, people often have to incur personal costs to benefit the environment (Steg et al., 2014).

Constantly changing demands and demands require consumers to make decisions with different expectations. The risks of the decisions taken and the multitude of alternative solutions force the decision-making process for consumers. With the diversification and development of economic and technological oppor-

tunities in the tourism sector, consumers are forced to choose among unlimited producers. These consumer preferences vary depending on travel purposes. The development of the concept of sustainable tourism, the rapid decrease and degradation of resources, consumers' boredom with the concept of sea, sand and sun, and new searches have led to the emergence of alternative tourism types.

Millennial tourists' values and perceptions are seen in their actions by them getting involved in more sustainable activities while travelling compared to other generations and by actively participating in sustainable tourism (Ho and Tan, 2021; Kim, 2021; Cavagnaro, Staffieri and Postma, 2018). Some choose sustainable tourism primarily for educational purposes, because it enables them to achieve their self-development goals through memorable experiences and gives them a sense of achievement (Kim, 2021). As travelling is driven not only by altruistic and biospheric values but also by hedonic and egotistic reasons, any interventions designed to promote pro-sustainability actions related to tourism should be aware of these and their effects on behaviour change (Steg et. al., 2014). Another factor that influences millennials' behaviour towards sustainable tourism is their subjective norm (Bagozzi and Dholakia, 2006) refering to one's beliefs and attitudes influenced by their peers (i.e. social pressure).

The leaders of the modern-day green movement are thought to belong to the millennial generation, and individuals born in the 1980s and early 1990s are defined as part of this generation. This generation, which grew up with computers and the internet, is distrustful of authority and government. They react quickly to marketing practices they find fake or artificial. Thanks to their ability to express their opinions in blogs, messages and social media, they can organize millions of people around the world and get a quick response (Aydın and Tufan, 2018: 407).

### CONCLUSION

The concept of sustainability is "the use, development and protection of resources at a pace and in a way that meets people's current and future needs, and achieving an optimal balance between environmental, social and economic qualities" (Steg, Van Den Berg and De Groot, 2015: 11). Generation is a social term widely used by researchers in psychology, sociology, economics, literature and political science to refer to certain social patterns and patterns of conscious-

ness of different age groups (Laor and Galily, 2022). Generations are generally known as Generation X, Y and Z. Generation Y classifies those born after 1980. Generation Y is also known as the Millennial generation (Dabija et al., 2018). Intergenerational definitions also vary in different studies.

Each generation has differences such as their own attitudes, values, perceptions, behaviors, consumption habits, lifestyles and dominant periods. The period we live in is the period dominated by Generation Y. Generation Y individuals are intensively involved in tourism activities. It can be thought that Generation Y, which is considered a young generation since its oldest members are in their early 40s, represents an important potential tourist group. As a group, Millennials are more likely to travel than other generations.

Generation Y individuals are individuals who are environmentally sensitive and interested in the cultures of the places they travel. Laroche et. al, (2001) stated in their study that since Generation Y individuals are environmentally friendly and socially responsible, they demand sustainable tourism and tourism products produced with social sensitivity. Generation Y individuals, who grew up in events such as climate change, greenhouse gases and ozone depletion, are very sensitive about these issues. For these reasons, they attach importance to social sensitivity, ecology and sustainability. They also state that the factors that are effective in choosing a holiday destination for Generation Y participants are landscape/natural environment, entertainment opportunities and historical and cultural attractions.

Tourism affects and shapes the environment in a sense. A widely accepted problem at this point is the perception that unhealthy and inadequately planned tourism development will partially or completely deteriorate the quality of the natural environment and the man-made environment that attracts visitors. Especially as a result of the rapid increase in the number of tourists coming to the touristic region, the economic, physical, social and cultural transportation opportunities of the region are exceeded. In such a case, the current tourism development in the tourism region stagnates or even declines, not only the tourism industry but also other sectors are affected by negative effects, and this is reflected as a social cost to the local population. In the future, Generation Y individuals who care about the environment and sustainability will have a share in carrying tourism to future generations.

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# CHAPTER 4

## ECONOMIC IMPORTANCE OF GREEN BEANS

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### INTRODUCTION

Green beans are an important cultural plant that is used in different ways as fresh, canned and dried, has a very high nutritional value and is consumed in abundance almost all over the world. Green beans are a vegetable that has a very important place in human nutrition. It was produced in Anatolia 250 years ago and found a very wide distribution area. The amino acid and protein composition of beans is close to the proteins of meat and fish and can replace them in extreme conditions. The protein of beans is absorbed by the body by 75%, being a building and energy material for it. Therefore, growing beans is one of the main ways to increase the production of vegetable protein(Antoshkin et al 2009, Antoshkin et al 2010, Nadezkin et al 2021, Teixeira et al 2000) Green beans (Phaseolus vulgaris L.) are one of the most produced and consumed vegetables in the world, due to the fact that they have a special place in terms of plant-based proteins among the legume group vegetables. (Çavuşoğlu and Akçin, 2007).

Turkey ranks 4th in the world with a production of 547349 tons (TUIK, 2021). The Black Sea Region is one of the regions where green beans are grown the most in our country. (Madakbaş et al., 2009). In the region, pole and dwarf varieties are generally used for open cultivation. In recent years, the use of

dwarf-formed cultivars has been common in cultivation as a cover. Because the cost of labor and pole bean is high in pole beans, dwarf form varieties are preferred.

In this section, the economic importance of green beans, which is widely grown in Turkey, is emphasized and its general situation in the world and in Turkey is investigated.

## 2. FRESH BEAN PRODUCTION AND FOREIGN TRADE IN THE WORLD AND IN TURKEY

World production of green beans is more than 23 million MT (Table 1) (httP:www.fao.org, Anonim 2021). Green beans are grown all over the globe, as they can be cultivated in a wide range of environments..

**Table 1:** World Fresh Bean Production (Tonnes)

| Years | Production |
|---|---|
| 2005 | 15443609 |
| 2010 | 19784888 |
| 2015 | 23885714 |
| 2020 | 23276716 |

**Source:**http://www.fao.org (Date of access 20.04.2021)

Countries in Asia and Europe have a significant share in this production. The most important green bean producer in the world is China. Production is dominated by China where approximately 77% of the world's green beans are grown. Bean production is not dependent on daylight hours, so it can be grown throughout the year. However, like many vegetables, it cannot tolerate frost. Countries that are located further North normally have a very short and specific growing season which is throughout autumn.

Countries that are closer to the equator have a much longer growing season, and thus a much longer export season. Countries like Morocco and Mexico grow beans throughout the winter, and export to countries further north, to fill the seasonal gaps (Anonim 2021) World exports of green beans increased to

644,005 in 2020, up 23% from 5 years earlier. Exports from the top 10 exporting countries have all increased. Morocco and France have consistently been the top exporters, with a market share of 21% and 18% of world exports in 2020 respectively. Mainland China burst onto the scene as an exporter in 2020, making up 13% of world exports. In the 5 preceding years, mainland China exported only 0.4% of all green beans (Graph1).
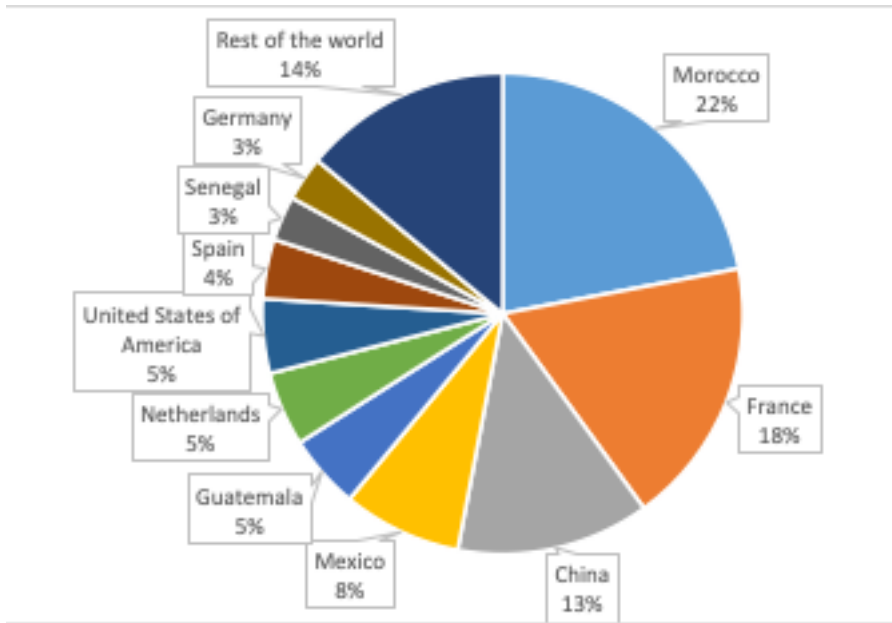


**Graph 1:** World Green Bean Export 2021

**Source:** ITC, Trade MAP

The amount of green beans imported around the world decreased by 3.6% in 2019 compared to 2018 and decreased to 597 thousand tons. Imports in the world reached the highest level in 2018 with 620 thousand tonsjz. In value terms, green bean imports shrank to $998M in 2019. The countries with the highest levels of green bean imports in 2019 were Spain (18%), Belgium (15%), the U.S. (13%), the Netherlands (11%), France (8%), the UK (6%), Germany, Canada and Italy (4%), together reaching 83% of total import (Graph 2).
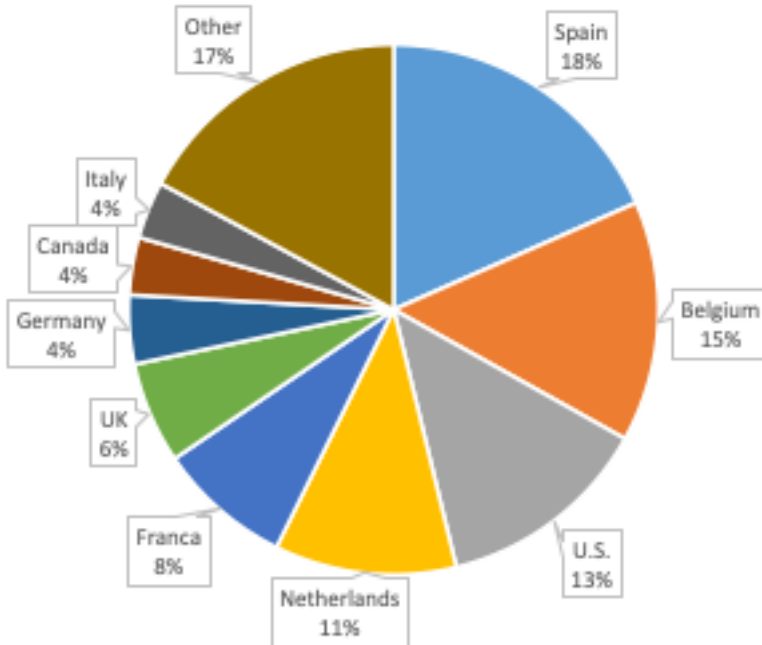
**Graph 2:** World Green Bean Import 2019

**Source**: ITC, Trade MAP

In Turkey, green beans are consumed not only for fresh consumption, but also as processed canned food, ready meals and pickles. It is a warm climate plant. In this respect, it can be easily grown in the periods between spring and autumn. Green beans are grown in almost all regions of our country. It is rich in vitamins A, B1, B2 and C. In addition, there is an excess of base that can neutralize the acid accumulated in the body. The digestibility rate of green beans is 84.1%. In fact, it is reported that the phasol and phaseolin substances in bean pods have the characteristics of insulin used in diabetes mellitus and therefore are used to reduce the amount of sugar in the blood (Keleş, 2012). Green beans also provide a raw material source to the industry that processes vegetables. The tendency towards healthy and balanced nutrition in the world and in our country increases the demand for vegetable consumption. In addition, with the entry of women into working life, there is a great trend towards ready-made food. This increases the demand for processed vegetables. İşlenmiş ürünlerin kullanımları daha kolay ve hazırlanmaları daha çabuktur. Considering the vegetable potential of Turkey, a great advantage draws attention in terms of the food industry

that processes agricultural products. The production of foodstuffs and the food industry are fields of activity that complement each other and contribute to economic development together. However, the agricultural products processing industry in Turkey does not use its current capacity well enough (Abak et al., 2010).

Green bean cultivation in Turkey is mostly done in the Black Sea Region. The cultivation made here is in the open field and in the form of pole, dwarf varieties. The province of Samsun took the first place on the basis of provinces throughout the country. In addition, a large part of greenhouse green bean cultivation is carried out in Antalya. Green beans, which were made as an intermediate product at the bottom of the poles in order to fill the gaps in greenhouses in greenhouse cultivation, are now grown as the main product. The reason for this change is that the producers are in search of new alternative vegetables and the sale prices of green beans are quite high during the winter months. In the last 15 years, pole bean varieties suitable for greenhouse cultivation have been developed. These varieties are fruitful, long, broad, awnless and resistant to diseases. From green bean cultivation in the greenhouse, producers can get 2-3.5 tons/da of product in spring and 1.5-3 tons/da from autumn cultivation. (Anonim, 2014). Turkey's green bean production figures and prices by years are given in Table 2.

In Table 2, Turkey's green bean cultivation areas, production amounts and bean prices are shown by years. When the green bean cultivation areas between 2004-2020 are examined in general, it is seen that the changes in the previous year are not significant, but there is a decreasing trend especially after 2013.

**Table 2.** Turkey Fresh Beans Total Planting Area, Production Amount and Price by Years

| Years | Planting Area (deca-re) | Production ( tonne) | Price (kg/TL) |
|---|---|---|---|
| 2021 | - | 510.366 | 4,77 |
| 2020 | 392.550 | 547.349 | 4,00 |
| 2019 | 435.510 | 596.074 | 3,67 |
| 2018 | 432.580 | 580.949 | 3,03 |
| 2017 | 479.470 | 630.347 | 2,88 |
| 2016 | 494.160 | 638.532 | 2,51 |
| 2015 | 501.420 | 640.836 | 2,36 |

| 2014 | 501.770 | 638.469 | 2,17 |
| 2013 | 506.619 | 632.301 | 2,01 |
| 2012 | 528.506 | 621.036 | 2,01 |
| 2011 | 528.931 | 614.948 | 2,13 |
| 2010 | 531.340 | 587.967 | 1,83 |
| 2009 | 535.172 | 603.653 | 1,47 |
| 2008 | 530.200 | 563.056 | 1,61 |
| 2007 | 519.813 | 519.968 | 1,48 |
| 2006 | 537.824 | 563.763 | 1,22 |
| 2005 | 560.500 | 555.000 | 1,02 |
| 2004 | 562.710 | 582.000 | 1,01 |

**Source:** TUIK, http://www.fao.org, https://fiyat.tarimziraat.com/

Accordingly, the green bean cultivation area, which was 562,710 decares in 2004, decreased to 392,550 decares in 2020 and decreased by 30%. When green bean production is evaluated, there was an increase especially between 2009 and 2015, but when it came to 2021, it saw its lowest level with 510,366 tons of production. While the producer prices of green beans were 1.01 TL per kg in 2004, it became 4.77 TL in 2021.

**Table 3.** Fresh Bean Foreign Trade in Turkey

| Years | Export (1000$) | Import (1000$) |
|-------|---------------|---------------|
| 2000 | 560 | 92 |
| 2005 | 1170 | - |
| 2010 | 1117 | - |
| 2015 | 893 | - |
| 2020 | 1541 | 4 |
| 2021 | 1691 | - |

**Source:** TRADE MAP, 2022

Turkey is the country with the highest production after China and Indonesia. However, when examining foreign trade, Turkey does not constitute even 1% of the world's exports. One of the main reasons for this is the high domestic consumption. At the same time, it is used as a raw material for the food industry and it is not suitable for the criteria required in the foreign market. (Haskınacı,

2004). Table 3 shows the import and export figures of green beans. Accordingly, while Turkey's green bean export revenue was 560 thousand dollars in 2000, it reached 1 million 691 thousand dollars in 2021. Imports, on the other hand, were realized at very low levels, and even none in 2021. According to the data for 2020 calculated by TUIK, the degree of meeting the domestic demand of the domestic production of green beans was 100.5%. A value greater than 100 represents the situation where production can meet domestic demand, while values greater than 100 indicate exportable or stockable quantities that exceed normal domestic needs. According to these data, we can say that the production of green beans in our country should be increased and it is an exportable product.

## 3. MARKETING STRUCTURE OF FRESH BEANS IN TURKEY

The products that have been produced follow various routes until they reach the consumer, they encounter different intermediaries and are processed in different ways. These ways and places through which products pass through and encounter various events since their production are called "marketing channels"(Güneş, 1968). It is possible to gather the places where the producers put their products for sale under 3 groups. These are fresh vegetable and fruit wholesale markets, producer and neighborhood markets, and sales made in the village where the production is made. (Çetin et al, 2003). The most widely used of these channels is the marketing channel called "Producer - Fresh Fruit and Vegetable Wholesale Markets". The marketing channels through which the green beans produced in our country reach the consumer from the producer can be shown in general as in Figure 1.
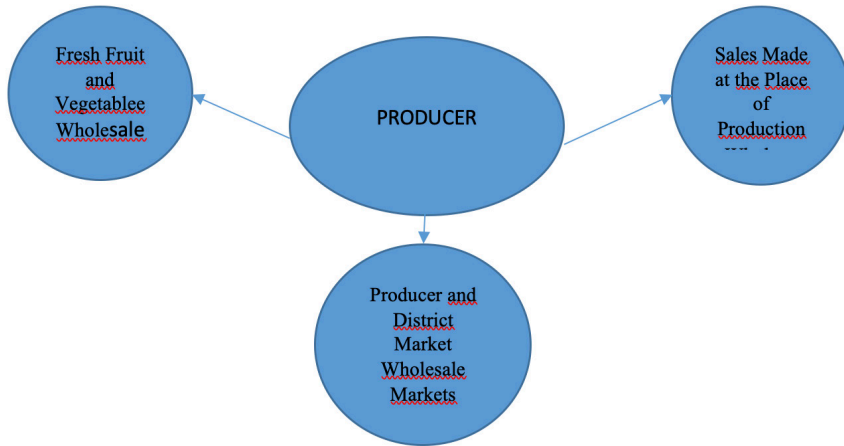
**Figure 1:** Marketing Channels of Fresh Beans

Green bean producers also market their products to food industry enterprises. Food industry enterprises, which provide the raw materials required for production from agricultural products, obtain the necessary raw materials from the producer. Afterwards, the processed products are marketed to wholesalers and dealers in the domestic market and exported companies in the foreign market in various forms such as canned goods and delivered to the consumer (Akbay et al., 2005). Farmers face various problems in the production and marketing of green beans. One of the most important reasons for this is marketing problems. The fact that the bean is a sensitive plant and begins to shrivel soon makes it necessary for the product collected from the field to reach the consumer immediately. Otherwise, quality losses occur in the product and the farmer has difficulties in the marketing phase. The sine qua non of the fresh fruit and vegetable sector are logistics activities, cold storage and packaging facilities. In order for the product to be long-lasting, technology support and cold storage and packaging facilities are needed. (http://arsiv.gidatarim.com). The fact that agricultural production in Turkey is carried out mostly in small and scattered lands decreases the productivity for the fresh vegetable and fruit sector, which also includes the green bean product. On the other hand, the inability to produce according to world standards and the unconscious use of fertilizers and pesticides make foreign trade of green beans difficult (https://www.ankaratb.org.tr).

## CONCLUSION AND EVALUATION

Due to its geographical characteristics, Turkey allows plant species with very different climatic demands, including vegetables, to be grown in different regions and in different seasons. As a natural result of the economic advantages provided by the favorable climate characteristics, many summer vegetables can be grown out of season thanks to greenhouse cultivation and greenhouse cultivation, and these products can be produced throughout the year. Beans are a warm climate vegetable and an annual. Dried seeds and fresh green beans are consumed. It is a very useful vegetable for human health. In particular, it strengthens the body.

Istanbul Chamber of Commerce (ITO), the product with the highest price increase in December 2021 was green beans, which is in the fresh and dried vegetables and fruits group with 36.49% (http://www.ito.org.tr). Recently, the cold weather has caused agricultural frost events in greenhouses. The stress of the plants due to the extreme cold and the decrease in the yield also significantly reduced the amount of product shipped to the market. The decrease in the product, on the other hand, is reflected in the prices throughout the season, along with the increase in input costs. As with many vegetables and fruits, the high price of green beans disturbs both the consumer and the producer. In addition, since the temperatures are above the seasonal normals, causing the flowers of the oil bean to drop early, more products could not be bought and the price of the product is high when the product is low. Green beans in Turkey have important problems arising from the production structure, physical infrastructure and marketing infrastructure. It is an important problem that most of the green bean production in our country is still done in small and scattered enterprises. By encouraging vegetable farming in large enterprises, it will be possible to develop mechanization in production and use newer technologies. This will ensure cost reduction, healthier and safer production, and accordingly, marketing will be facilitated. In addition, planning and directing the production, giving priority to training activities and expanding the cooperatives in the solution of marketing problems will contribute to the development of the sector. Since green beans are a frequently harvested vegetable and the amount of green beans collected by businesses is

not very large, sales will be made easier by collecting and bringing together the products through cooperatives to be established in the districts.

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# CHAPTER 5

## ORGANIZATIONAL CHANGE THEORY FROM A SUSTAINABILITY PERSPECTIVE: A SYSTEMATIC REVIEW

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**ABSTRACT**

Today, the business world is at an important turning point to cope with global ecological and social challenges by focusing on organizational change theory with a sustainability perspective. This study discusses the sustainability-based organizational change theory in detail using the literature review and systematic review method. In the introduction, the strategic role of sustainability in the business world is emphasized and the importance of organizational change theory in this process is explained. The literature section of the research includes the main findings in the existing literature and a general evaluation of previous studies, thus outlining the current knowledge in this field. The purpose and method section determines the objectives of the study and details the systematic review method. The findings section reveals key data analyzes and gaps in the literature supporting the theory of organizational change from a sustainability

perspective. This particularly points to the potential to identify shortcomings of existing theoretical frameworks and generate new directions for future research. The results and recommendations section presents a general evaluation of the findings and offers theoretical contributions as well as suggestions for business and practice. It is thought that this study provides a basis that can contribute to the development of a deep understanding in the field of sustainability-oriented organizational change theory. In this context, the value of this study is emphasized in order to strengthen the strategic thinking paradigm, more effectively guide the processes of organizations to achieve their sustainability goals, and inspire future research.

**Keywords**: Sustainability, Organizational Change, Theory, Literature Review, Systematic Review.

## INTRODUCTION

Today's business world, along with rapidly changing global dynamics, makes the concept of sustainability a strategic priority, and this leads businesses to re-evaluate their business models, value chains and management practices. In this context, organizational change theory from a sustainability perspective is of great importance with its role in this transformation process.

Today's economic, social and environmental changes at the global level confront the business world with an unprecedented complexity. These changes lead companies not only to financial success, but also to create a business model based on sustainability principles. At a time when businesses increasingly require sustainability-aligned strategies, organizational change theory from a sustainability perspective offers important guidance in understanding how to integrate success with sustainability in this evolving business environment.

## 1. PROBLEM DESCRIPTION

Understanding the fundamental problems organizations face when making sustainability-related decisions is one of the focuses of this study. Issues such as global climate change, decrease in natural resources and social inequality reveal

the need for businesses to develop strategies compatible with sustainability. In this context, organizational change theory from a sustainability perspective will be considered as a critical tool in the search for solutions to these problems.

## 1.1. Importance of the Study

The importance of the study is to understand the complexity that businesses face when making strategic decisions regarding sustainability and to provide a solid theoretical framework when dealing with these challenges. From a sustainability perspective, organizational change theory strengthens the concepts of ethics and social responsibility in the business world, contributing to organizations to develop strategies that are not only non-profit but also aimed at minimizing their environmental and social impacts.

## 1.2. Aims and Objectives

The main purpose of this study is to comprehensively examine the theory of organizational change from a sustainability perspective and fill the gaps in the existing literature. In this context, it is aimed to understand the theoretical foundations of organizational change compatible with sustainability, to evaluate current developments in this field and to create a framework for future research. Additionally, it is aimed to increase knowledge and understanding on the theory of organizational change from a sustainability perspective and to guide business leaders, academics and policy makers in shaping their strategic decisions in this field.

## 2. LITERATURE REVIEW

A comprehensive literature review on organizational change theory from a sustainability perspective is an important step in understanding the basic concepts, existing theoretical frameworks, and findings of previous research in this field. The literature review that forms the basis of this study focuses on the rich sources of information at the intersection of sustainability and organizational change.

Sustainability is a concept that is gaining increasing emphasis in the business world. Businesses have to take responsibility not only for economic success, but

also for managing their environmental and social impacts. In this context, the sustainability-focused organizational change theory in the literature provides an important source of information on how organizations can adopt sustainability goals, the difficulties they may encounter in this process, and strategies to overcome these difficulties. (Orji, I. J. 2019)

In the context of organizational change theory, the sustainability perspective enables businesses to enter a process of evolutionary transformation. At this point, studies in the literature examine how organizations transition to strategies compatible with sustainability, how this transition affects the organizational culture and structure, and provide important information about how this process can increase the competitive advantage of businesses. (Greenwood, R., Jennings, P. D., & Hinings, B. 2015)

Additionally, the literature review includes methodological approaches, data analysis techniques, and various perspectives in interpreting findings offered by previous studies. This review, conducted to establish the methodological foundations of this study, sheds light on important methodological trends in the field of organizational change theory from a sustainability perspective. (Tipu, S. A. A. 2022)

The literature review on the theory of organizational change from a sustainability perspective creates the framework of this study, aiming to evaluate the existing knowledge, strengthen the theoretical foundations and shape the methodological approach of the research. (De Matos, J. A., & Clegg, S. R. 2013)

## 2.1. The Relationship between Sustainability and Organizational Change

Sustainability and organizational change are key concepts that are increasingly integrated in today's business world. The relationship between these two elements has an important role in both the internal dynamics of businesses and their efforts to cope with external environmental impacts. In this context, research has created a comprehensive basis for understanding the deep connections between sustainability and organizational change. (Sroufe, R. 2017)

Sustainability has brought a paradigm shift that directs businesses from focusing solely on economic success to addressing their environmental and social impacts. In this context, sustainability leads organizations to internalize factors such as environmental sustainability, social responsibility and ethical values

when determining their strategic goals. Research in the literature emphasizes that sustainability is a catalyst that leads organizations to change their business model and management practice.

On the other hand, organizational change aims to optimize the internal processes and external interactions of businesses. Businesses constantly need change to maintain competitive advantage and adapt to changing conditions. At this point, the relationship between sustainability and organizational change requires businesses not only to adopt their own sustainability strategies, but also to integrate these strategies into the entire organizational culture. (Benn, S., Edwards, M., & Williams, T. 2014)

Studies show that sustainability shapes organizational change and deeply affects organizational culture. In particular, a sustainability-focused organizational culture can increase employee motivation, foster innovation, and strengthen customer relationships. At this point, this interplay between sustainability and organizational change is a key factor in the long-term success of businesses. (Orji, I. J. 2019)

This deep relationship between sustainability and organizational change offers important guidance on overcoming the future challenges of business and achieving sustainable success. In this context, researchers and business leaders can benefit from these rich sources of information in the literature to better understand this complex interaction between sustainability and organizational change and shape their strategies accordingly. (Millar, C., Hind, P., & Magala, S. 2012)

## 2.2. General Evaluation of Previous Studies

Previous studies on organizational change theory from a sustainability perspective shed important light on understanding the complexity of this field and helping businesses develop sustainability-compatible strategies. This general review aims to deepen the existing knowledge by addressing the main themes, methodological approaches and general trends of the findings in the literature.

First of all, we see that a wide scope is covered in research to understand the relationship between sustainability and organizational change. The literature includes various case studies and field studies on how businesses operating in various sectors interact with sustainability. These case studies reveal the concrete effects of sustainability-oriented organizational change on businesses and

strengthen the theoretical framework in this field. (Appelbaum, S. H., Calcagno, R., Magarelli, S. M., & Saliba, M. 2016)

Methodologically, it is noticeable that mixed methods are generally adopted in the literature and both quantitative and qualitative data are used. This is considered a way to understand and elaborate the complex relationship between sustainability and organizational change. Additionally, approaches such as longitudinal case studies and complexity theory appear to be frequently preferred. This methodological diversity has enabled researchers to approach the subject from different perspectives and generally allowed them to gain a more complete understanding of this complex subject.

While previous studies emphasize the complexity of the relationship between sustainability and organizational change, there is also a tendency to emphasize the positive effects of this relationship on businesses. Sustainability-focused organizational change has the potential to increase businesses' competitive advantage, encourage innovation, and communicate more effectively with their

stakeholders. (Millar, C., Hind, P., & Magala, S. 2012)

However, another important point noted in previous studies is that the relationship between sustainability and organizational change sometimes varies depending on the sector, geographical location or business size. This indicates that future research should increase the potential for generalization by examining these factors in more detail. (Buono, A. F., & Kerber, K. W. 2010)

Previous studies provide an important basis for understanding the theory of organizational change from a sustainability perspective and guiding businesses to develop sustainability-compatible strategies. However, this overview highlights the need to create new opportunities to further deepen and develop knowledge in this field by identifying areas expected for future research. (Orji, I. J. 2019)

## 3. PURPOSE, METHOD

This chapter will discuss the main objectives of the study, research questions, hypotheses, and data collection methods. These elements aim to draw the methodological framework by determining the focal points of the study.

### 3.1. Research Questions and Hypotheses

The research aims to understand the sustainability-compatible change processes of organizations. The main questions are: How do organizations adopt sustainability-oriented change processes and what are the challenges encountered in this process? How does organizational change affect the long-term competitive advantage of businesses from a sustainability perspective?

### 3.2. Data Collection Methods

The methodological approach of the research should include data collection methods. This study used qualitative research methods such as literature review and in-depth case analyses.

## 4. FINDINGS

This chapter aims to identify the findings and gaps in the literature by focusing on organizational change theory in the sustainability perspective.

### 4.1. Organizational Change Theory in Sustainability Perspective

The findings explain the processes by which organizations adopt sustainability-compatible strategies and the effects of these processes on organizational dynamics. In particular, case studies and in-depth literature reviews reveal in detail how sustainability-oriented organizational change transforms the management structure, culture and operational processes of businesses. Findings show that these change processes increase the capacity of organizations to fulfill their social responsibilities and strengthen their competitive advantage.

Additionally, new concepts and models that have emerged regarding organizational change theory in the sustainability perspective are also discussed in this section. These models help us understand how sustainability strategies are linked to corporate governance, leadership and business performance.

### 4.2. Identifying Gaps in the Literature

The analyzes also revealed certain gaps in the existing literature. In particular, it has been determined that there is a need for more case studies, industry-ba-

sed analyzes or research involving different geographical regions in the field of organizational change theory from a sustainability perspective. However, it has been determined that studies focusing on the effects of sustainability strategies on small and medium-sized enterprises are limited.

Additionally, while previous research has generally addressed the relationship between sustainability and organizational change, it has been emphasized that this process requires greater understanding of how businesses interact with the external environment. This is a potential direction for future research.

This chapter identifies the findings and gaps in the literature on organizational change theory from a sustainability perspective, creating a basis for a better understanding of the subject and shedding light on future research.

## CONCLUSION AND RECOMMENDATIONS

This section summarizes the results obtained on the theory of organizational change from a sustainability perspective and focuses on the recommendations that arise from these results.

The results of the research reveal that organizations' adoption of change processes compatible with sustainability strengthens the strategic positions of businesses and provides long-term competitive advantage. Findings show that sustainability-focused organizational change increases the capacity of businesses to fulfill their social responsibilities and strengthens their ability to communicate effectively with their stakeholders.

At this point, we can move on to suggestions that will help businesses adopt sustainability strategies more effectively. First, training and awareness programs should be developed to support organizations in adopting change processes compatible with sustainability. These programs can increase employees' knowledge of sustainability and enable them to participate more effectively in change processes.

Additionally, financial support mechanisms should be established to encourage businesses to adopt sustainability strategies. These support mechanisms can especially help small and medium-sized businesses implement sustainability-related projects.

The findings of this research provide an important source of information on

organizational change theory from a sustainability perspective. These findings highlight various ways businesses can develop sustainability-aligned strategies and successfully implement these strategies. We recommend that future research examine in more detail, particularly how these findings can be applied across different sectors and geographic regions.

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# CHAPTER 6

## VARIABLE AND FIXED COSTS
## IN THE PRINTING INDUSTRY

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### INTRODUCTION

Cost accounting in the printing industry is a crucial management tool used to understand, control, and optimize the costs incurred during the execution of a printing job. Cost accounting is essential for accurate pricing, determining profit margins, increasing the efficiency of printing operations, and making sound business decisions (Cacho, et al, 2013). These calculations are often performed using accounting software and specialized applications (Briciu, 2008). These costs can generally be categorized under the following main headings:

*Material Costs:* The costs of paper vary depending on the type and quality of the material to be printed. Other material costs include inks, special effects (Hsieh, 2023), coatings, and binding materials.

*Labor Costs:* Labor costs include wages for printing operators, machine operators, assembly, and binding staff. Labor wages may vary based on the level of training and experience.

*Machine and Equipment Costs:* The costs associated with equipment such as

printing machines, binding machines (Özomay, 2009), calibration devices, and other machinery.

*Design and Preparation Costs:* Costs related to graphic design, prepress preparation, calibration, and color correction.

*Marketing and Distribution Costs:* Expenditures related to the promotion and distribution of the product (Rani, 2012). Expenses such as salaries for the sales team, advertising costs, and other related expenditures.

*Quality Control Costs:* Costs associated with pre- and post-printing quality control processes.

In addition to these, there are many factors that impact costs, such as maintenance, repairs, and depreciation, energy and operating expenses, as well as costs related to electricity, water, heating, and cooling (Liu, 2017). General expenses for factory and office operations also contribute to various costs.

## 1. VARIABLE AND FIXED COSTS

In a printing business, the costs associated with materials such as paper and ink, which vary depending on the volume of the printing job, are referred to as variable costs (Özomay et al., 2021).

Fixed costs, on the other hand, consist of expenses that do not change with the business volüme (Crainic et al., 2021)., such as machine depreciation, rent, taxes, and labor wages.

### 1.1. Fixed Costs

The printing industry is a capital-intensive sector. Therefore, fixed expenses constitute a significant cost item for printing companies (Özomay, 2016). Fixed costs are expenses that do not vary with the quantity of production. These include rent, personnel salaries, depreciations, taxes, and insurance. In the printing industry, fixed costs refer to the cost items that remain constant over a specific period, independent of the production quantity. Typically, these costs are kept constant throughout the operational period of the business. Regardless of the production volume, fixed costs remain unchanged (Dewi, 2017). As the business increases its production, fixed costs do not fluctuate (Özomay, 2021).

The proportion of fixed expenses for printing companies varies depending on the size and structure of the business. For small and medium-sized printing firms, fixed costs can constitute a significant portion of total expenses. Therefore, controlling fixed costs is of critical importance for these companies in terms of profitability (Shinde,1989).



**Figure 1.** Offset Printing Production Scheme

Printing companies can employ various methods to control their fixed expenses. Among these methods are:

Increasing efficiency: A significant portion of fixed expenses is associated with the utilization of production factors. Therefore, enhancing production efficiency is an effective way to reduce fixed costs (Ballard et al., 2020).

Adopting new technologies: New technologies can contribute to more efficient production processes, thereby reducing fixed costs.

Managing resources better: To reduce fixed expenses, resources need to be managed more effectively. For example, lease agreements can be renegotiated, or personnel salaries can be restructured.

In the printing industry, examples of fixed expenses include:

Machine Depreciation: The costs of printing machines, binding equipment, and other large machinery are typically kept constant over a specific period. This cost represents a depreciation item reflecting the decline in the machine's value.
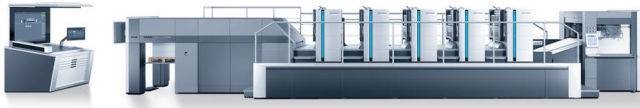


**Figure 2.** Offset Printing Machine

*Lease of Premises:* Printing industry businesses often operate in a specific area, and the rent for this space is a fixed cost.

*Labor Wages:* Wages for certain employees such as administrative staff, managers, and some technical personnel can be among fixed costs.

*General Administrative Expenses:* Office supplies, office rent, insurance premiums, and other general administrative expenses can be fixed costs.

*Energy and Water Expenses*: Energy and water expenses used in production facilities and office operations can be considered fixed costs if they are not directly correlated with the production quantity.

*Computer Software and Licenses:* The computer software and licenses used typically constitute a fixed cost over a specific period.

## 1.2. Variable Costs

In the printing industry, variable expenses are costs that vary depending on the production quantity. These can include expenses such as raw materials, labor, and energy.

Raw materials are a significant variable cost in the printing industry. Printing companies must purchase the raw materials necessary for the products to be printed. The prices of raw materials can significantly impact the costs of printing

companies.

Labor is another significant variable expense in the printing industry. Printing companies are required to pay employees for production and management. Labor costs vary depending on the production quantity (Özomay et al., 2022).

Energy is an important variable expense in the printing industry. Printing companies must purchase the energy required for production. Energy prices can significantly affect the costs of printing companies.

Printing companies can employ various methods to control their variable expenses. Among these methods are:

Monitoring Raw Material Prices: Keeping track of raw material prices helps printing companies control their raw material costs.

Increasing Labor Efficiency: Improving labor efficiency can assist printing companies in controlling their labor costs.

Increasing Energy Efficiency: Enhancing energy efficiency can help printing companies control their energy costs.

Production Monitoring System with Software: Balancing the production line, increasing efficiency, monitoring stock levels, real-time tracking of waste amounts, and tracking factors affecting production such as machine and labor performance contribute to increased productivity. Printing companies can leverage these systems to control their variable expenses, reduce costs, and enhance profitability.

In the Printing Industry, the main variable expenses can be listed as follows:

Paper is a widely used substrate in printing processes. The cost of paper varies depending on the type, size, and quality of the printing job. It differs in coated, uncoated, recycled paper, and cardboard (Figure 3). It ranks among the most significant expenses within variable cost items.

**Figure 3.** Paper and cardboard in the Printing Industry

In the printing industry, ink usage stands out as a field of continuous innovation and development. Businesses carefully make decisions in ink selection to optimize the quality, cost-effectiveness, and sustainability of printing projects. There are various types of ink, including oil-based, water-based, solvent-based, and UV-curable, each influencing costs significantly (Aslan et al., 2010).

**Figure 4.** Offset printing ink

Printing plates constitute a variable cost due to their variations depending on the characteristics of the product to be produced. The print run of the product varies depending on the machine's capabilities, influencing costs for these reasons (Kılınc, 2010).
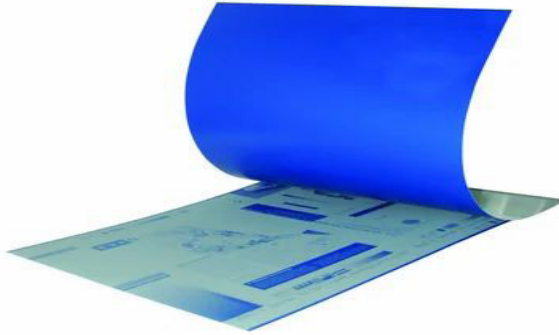


**Figure 4.** Offset printing plate

The costs of other materials such as special effects, coatings, and binding materials also vary based on the specific product to be produced.

## CONCLUSION

In the printing industry, effective management of fixed and variable costs is crucial for enhancing the sustainability and competitive advantages of businesses. An optimized cost structure, accurate pricing strategies, and efficient operational processes support long-term success for printing industry enterprises.

Both fixed and variable costs play a significant role in the printing industry. While fixed costs remain constant regardless of the production quantity, variable costs fluctuate based on production volume.

For printing companies, fixed costs can constitute a substantial portion of total expenses. Therefore, controlling fixed costs is critically important for the profitability of printing firms. To manage fixed costs, printing companies can employ methods such as increasing efficiency, adopting new technologies, and better managing resources.

Optimizing the cost structure, implementing appropriate pricing strategies, and enhancing operational efficiency are key elements in achieving sustained success for printing industry businesses.

Variable costs play a crucial role in determining the production quantity for printing companies. When variable costs are low, printing firms can increase production and achieve higher profits. To reduce variable costs, printing companies can use methods such as monitoring raw material prices, improving labor efficiency, and enhancing energy efficiency.

In conclusion, fixed and variable costs in the printing industry are significant factors that affect the profitability of printing companies. By employing various methods to control these costs, printing firms can lower their expenses and increase profitability.

Printing companies can develop strategies to reduce costs and increase profitability by carefully tracking their fixed and variable expenses.

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