



İSTANBUL TİCARET
UNIVERSITY

T. C.

ISTANBUL COMMERCE UNIVERSITY

SOCIAL SCIENCES INSTITUTE

BUSINESS DEPARTMENT

MASTER PROGRAM THESIS

**Effects of Organizational Climate on Sustainable
Competitiveness and Performance of Enterprises:
A Research in Tourism Enterprises**

Master Thesis

Arailym Nurgazina

200014132

İstanbul, 2021



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ÖZET

Bu çalışmanın amacı, turizm şirketlerinde örgüt ikliminin; sürdürülebilir rekabet gücüne ve performansına etkilerinin, analizidir. Örgüt iklimi, örgütteki psikolojik ortam ve yönetim uygulamalarına yönelik çalışanların algılamalarıdır.

Çalışmanın evreni; Bolu'da 32 adet bakanlık belgeli turizm tesislerinde çalışan toplam 6.370 kişi olup örneklem sayısı ise olarak 324 kişidir. Bu çalışmanın veri toplama aracı olan anket 4 kısımdan oluşmuştur, bunlar; birinci kısmında personel information, ikinci kısmında örgüt iklimi ölçeği üçüncü kısmında sürdürülebilir rekabet ölçeği ve son kısmında işletme performansı ölçeği yer almaktadır. Uygulama verilerinin sağlanabilmesi amacıyla bu çalışmada kullanılan ölçekler; daha önce farklı çalışmalarda kullanılmış olduğundan ve güvenilir oldukları beyan edilmiştir.

Bu çalışma için yapılan regresyon analiz sonucunda: iletişimin, işletmelerin maliyet liderliği ve rekabet üstünlüğü üzerinde negatif bir etkisinin olduğu; çalışanlar arası iletişimin, stratejik kararsızlık üzerinde negatif bir etkisinin olduğu; örgüt ikliminin stratejik kararsızlık üzerinde pozitif bir etkisinin olduğu; bağ kurmanın, stratejik kararsızlık üzerinde negatif bir etkisinin olduğu ve adaletin, maliyet liderliği rekabet üstünlüğü üzerinde pozitif bir etkisinin olduğu tespit edilmiştir.

Anahtar Kelimeler: *Örgüt İklimi, İşletme Performansı, Rekabet Gücü, Turizm.*

ABSTRACT

The aim of this study is to determine the organizational climate in tourism companies; is the analysis of its effects on sustainable competitiveness and performance. Organizational climate is the perceptions of employees about the psychological environment and management practices in the organization.

The universe of the study; There are 6,370 people working in 32 tourism facilities with ministry certificate in Bolu, and the sample number is 324 people. The questionnaire, which is the data collection tool of this study, consists of 4 parts, these are; The first part includes personnel information, the second part includes organizational climate scale, the third part includes sustainable competition scale, and the last part includes business performance scale. The scales used in this study in order to provide application data; It has been declared that they have been used in different studies before and that they are reliable.

As a result of the regression analysis for this study: communication has a negative effect on cost leadership and competitive advantage of enterprises; communication among employees has a negative effect on strategic indecision; organizational climate has a positive effect on strategic indecision; It has been determined that link building has a negative effect on strategic indecision and fairness has a positive effect on cost leadership competitive advantage.

Keywords: Organizational Climate, Business Performance, Competitiveness, Tourism.

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ABBREVIATIONS LIST

- T.W.M : The Work Mentioned
- HRIS : Human Resources Information System
- ERP : Enterprise Resource Planning
- AIS : Accounting Information System
- MIS : Marketing Information System
- CMA : Capital Markets Authority
- T.C. : Turkey
- AND. : And so on
- VB. : And so on
- VD. : And the others
- B. : Blah
- MIS : Management Information System

CHAPTER I

1. INTRODUCTION

The aim of this study is that tourism companies of the organizational climate; is an analysis of the effects on sustainable competitiveness and performance.

The positive perception of the organizational climate has an important place in terms of employee productivity, success motive and motivation. Organizational climate perception of employees; it is closely related to their experiences, culture, education, beliefs and personality (Tutar, H., & Altınöz, M., 2010; 196). Globalization of markets, changing demographics in the labor market, new business strategies that require teamwork, and the shift from a manufacturing to a service economy are the main causes of human capital heterogeneity (HCH). HCH develops organizational capabilities in terms of flexibility, creativity, problem solving and competitive advantage. Especially in the service sector, in order to gain competitive advantage, organizations need a different workforce to both understand the different needs of customers and to respond to these needs quickly and accurately (Kasimoglu et al. 2012: 1).

The organizational climate, which gives an identity to the organizations, is effective in the profitability of the business, in the healthy execution of the business activities and in the successful continuation of the activities (Karataş, 2015: 47).

In order for businesses to gain competitive advantage in their markets, they need to be able to manage differences well, develop strategic management systems, determine the expectations of the sector, and be preferred in products and services (Aktan and Vural, 2004: 118).

Supporting the micro and macro environments of tourism industries with strategic perspectives (implementing practices that will increase the performance of businesses, ensuring continuity in competition) is accepted as a good business practice. Because when the communication of businesses with their environment is insufficient; activating new ideas and receiving feedback from their environment may be insufficient. In this context, conducting Strategies for Tourism Industries-Micro and Macro level studies with the contributions of academicians at the international level together with the

private sector and business managers will make significant contributions (Kasimoglu 2012: XI). In this context, with the scientific research to be done, affecting the performance of the employees; Suggestions can be made about economic expectations, psychological support, social expectations, and individual needs (Toker, 2007, 93).

In the first part of the theoretical part of this study; organizational climate; definition, purpose, importance, types, basic factors will be included. In the second part, in the title of competitiveness; Concepts related to competition, determinants of competitiveness, criteria determining competitiveness, competitiveness inputs and management of the competition process will be examined. In the third part; performance-related concepts, performance dimensions, performance indicators, performance measurement models, etc. topics are explored. The fourth section is the method section; organizational climate; A field application was made in the tourism sector in order to determine the effect on business performance and competitiveness, and also to examine the effect of demographic variables as an intervening variable.

CHAPTER II

2. ORGANIZATIONAL CLIMATE

2.1. Organizational Climate Conceptual Framework

In this section, the concept of organizational climate, the purpose of the organizational climate and the importance of the organizational climate will be discussed.

2.1.1. The Concept of Organizational Climate

“Organizational climate”; It is defined as the perception of organization employees in organizational psychology. Organizational climate has an important place in employees' activities, productivity and success motives. Therefore, it can be stated that there is a relationship between employee performance and organizational climate. Employee performance depends on the perception of organizational climate positively as well as organizational and managerial factors. Perceptions affect the individual's beliefs, experiences and education. Stimulants are similar, but different perception is due to the difference between reality and perception (Lewis, et al., 1995: 403).

2.1.2. Purpose of Organizational Climate

Enterprises' competitive advantage is possible by increasing employee performance. Employees with normal working capacity use their talents for the benefit of the company when the organization perceives the climate beneficial (Oldham and Cummings, 1996: 607).

2.1.3. The Importance of Organizational Climate

Organizational climate; It is effective in explaining employee attitudes, determining the operating profit rate and conducting the activities with health. Organizational climate created by the attitude of employees, the interaction of administrative practices and working conditions; performance, motivation, affects employees' approach to business (Oldham and Cummings, 1996: 631).

Organizational climate that determines the perception of the environment created in the organization by the implementation of business policies by employees; reflects the quality of employee and business management. Organization of the climate; All the

features that dominate the business are defined as those that are perceived by the employees and affect their behavior. In other words, organizational climate; are the opinions of the individuals about their expectations about how the work in the business should be and to what extent (Dinçer, 1991: 237).

2.2. Organizational Climate Factors

In this section, the issues of justice, bonding, communication, risk-taking behavior, sincerity, taking responsibility and promoting and rewarding will be included in organizational structure issues.

2.2.1. Justice

Justice, a psychological concept, is used in the same sense as social psychology. Research suggests that organizational justice is based on Adams' Theory of Fairness. According to Adams, the importance of justice is particularly important in the sharing or distribution of products obtained from production. Justice, by measuring the values between inputs and outputs in the production process, the contributions of the people in the process (Nowakowski vd. 2005: 5).

2.2.2. Linking

Adoption of business goals; it contributes to the high levels of competitiveness, internalizing the commitment of the organization and increasing performance. The organizational climate that gives businesses their identities; business profitability is effective in explaining employee behavior and activities that bring business Identities (Altındağ and Turnali, 2015: 1).

2.2.3. Dialog

The organizational climate affects the job satiation, motivation and performance of employees. The organizational climate affects the feelings and thoughts of the employees in the business, their attitudes at work, their behavior and, as a result, modification, performance and success. The concept of motivation plays an important role in the lives of employees. All of the studies carried out in order for the individual to move continuously towards a certain purpose are defined as motivation. The concept of motivation is revealed as a result of comparing the environment that should be in the

business. In other words, the concept of motivation is the power that targets and regresses the behavior of the individual (Tutar and Altınöz, 2010: 196).

2.2.4. Risk Taking Behavior

Enable businesses to achieve sustainable success and create value; depends on the fact that competitors have the own skills they can't imitate. Businesses are aware of their potential, thanks to the organizational climate. Therefore, the climate of the moderate organization; businesses play an important role in achieving their goals (Halis and Uğurlu, 2008: 101).

2.2.5. Sincerity

Healthy organizational climate; it occurs in working environments where respect and trust are among employees and management supports original ideas. Organizational climate; the nature of the work produced, the working conditions, the understanding of the team-mate of employers, the attitude of the employees in managing. Employees; overperformance, high motivation and morale, the business provides the power to compete with rival companies (Mullins, 1993: 651).

2.2.6. Taking Responsibility

Taking responsibility is defined as having control of all decisions taken in relation to the work during the work of employees. Responsibility, giving employees certain rights related to their work; it teaches them to be able to move freely and be strong. Individuals who wish to succeed prefer individual responsibility, especially on their own decisions and consequences. It makes significant contributions to employees to set their own goals and to take authority and responsibility and to fold their results (Günbay, 2003: 1302).

2.2.7. Promoting and Rewarding Organizational Structure

Organizations can be oriented in innovation; it is possible by encouraging employees against risks, learning from failures and sharing information. In addition, teamwork, communication, flexibility, support for innovative ideas, the incentive and reward system can be possible by devoting resources to innovations. In order for an organization to successfully perform innovation activity, all organization employees must see innovation as a goal (Naktiyok, 2007: 226).

Organisations should struggle with ongoing situations and take more positive attitudes towards the changes and create a model. The organization's administrations are aware that innovation is the most important factor of success and allocates the resources and time necessary for this innovation. Innovative people should be provided with all opportunities in terms of reward, promotion, promotion and responsibility. The organizational structure should be created to maximize communications, cooperation and participation. Successes are rewarded to encourage employees to take risks, while failures for innovation should not be punished (Naktiyok, 2007: 227).

2.3. Organization Climate Approaches

This section will include perceptual approach, structural approach, interaction approach and cultural approach.

2.3.1. Perceptual Approach

Trying to understand the organizational climate with perceptual approaches shows that perception has an effect on personal and subjective lives. Factors affecting the organizational climate; is created based on people's perceptions. In perceptual approach, dimensions such as sincerity, rewarding, communication or leadership are more subjective and abstract than structural approaches. In structural approaches, measuring indirect or directly perceived structures is more reliable and easier than those who work. In perceptual approaches, it is very difficult to objectively evaluate the climate with the expectations, motivational values or feelings of employees (Doğan, 2009: 51).

2.3.2. Structural Approach

The structuralist approach that influenced the theorists of the organization emerged in the 1970s. While the structure of the organization is evaluated in the structural approach, it should be evaluated on the condition that it gradually understand the organization and reach a whole. Organizational structure has the same effect on employees. This is due to the common structuralist values of the organizational approach. The formation of the structure with the organizational climate affects the thoughts of the employees about the organization (Moran and Volkwein, 1992: 19).

The structuralist approach has a big role in the emergence of the organizational climate. With the exposure of employees to the structural values of the organization, the

organizational climate is formed. The creation of these features; the size of the organization is due to the rules and procedures that affect the nature of the technologies used, the bureaucracy, the employee behavior. Employees exposed to structural characteristics have equal perception and consciousness. The organization's shared consciousness shows what the organization is in a climate dimension (Moran and Volkwein, 1992: 42).

2.3.3. Interaction Approach

Interaction approach; is the individual's constant exposure to negative factors and experiences in the community, family and school environment. The interaction approach consists of the combination of the perceptual approach and the structural approach. This view is that you're not going to be the structural characteristics of the approach can not be reached at the core of the climate. The structuralist approach examines the effects of employees' feelings and the formation of climate by interacting with the actual approach of some variables. In the interaction approach, a single definition emerges from the interactions of individuals who accept organizational conditions, which is expressed as the climate of the organization (Durant,1999: 270).

2.3.4. Cultural Approach

As a result of the interactions of working individuals, their emotions, beliefs and values constitute the organizational climate according to cultural approaches. The cultural approach is created by organizational culture, organizational climate and a group of individuals. In the structure of organizational culture as seen as follows, based on the definition; organizational effects, processes and organizational climate are included (Moran and Volkwein, 1992: 41).

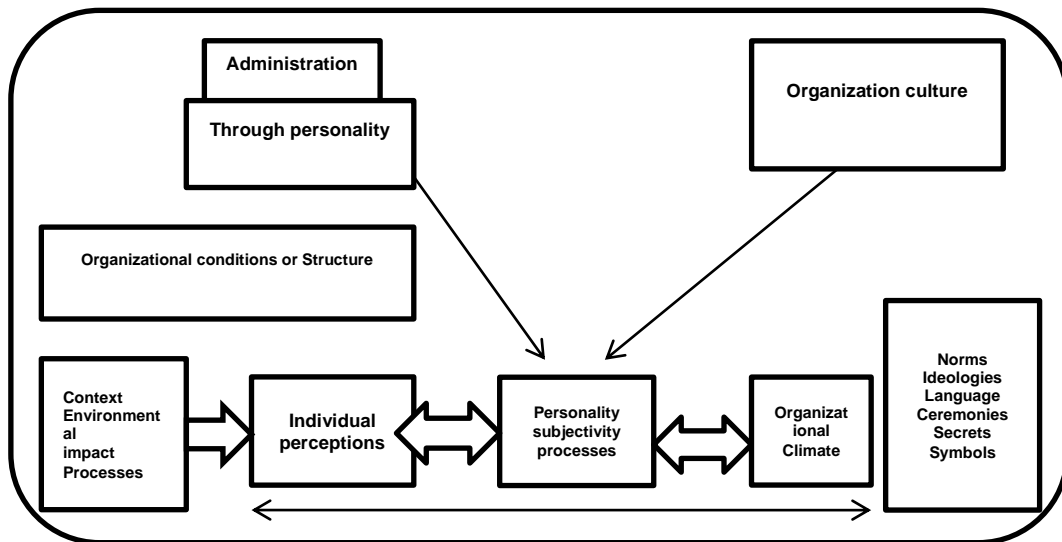


Figure 1- Cultural Approach to Organizational Climate

Source: (Moran and Volkwein, 1992: 41).

When Figure 1 is examined, the cultural approach is expressed as the organizational climate and, accordingly, environmental processes. It describes a section of the organizational climate that determines the fundamental formation of organizational culture.

2.4. Organization Climate Types

In this section, the issues of the paternal climate, friendly, controlled, open, closed, democratic ally, autocratic structure and climate issues for success will be included.

2.4.1. Good-Natured Climate

Managers are not successful in controlling businesses and meeting the employee's social needs in this climate. It refers to a type of climate where morale levels, job-oriented and intimacy are low. Managers are not happy to work with staff. Good-natured climate; it specifies a type of climate consisting of unsuccessful managers who want to keep employees under control, and those who work morally low. Good-natured behavior is perceived as insincerity by employees and reduces the motivation levels of employees (Fullan and Matthew, 1992: 747).

2.4.2. Friendly Climate

In a friendly climate; managers are extremely understanding. Managers behave together with the approach of being a happy family. Inspections are undertaken in achieving the organizational purpose; however, the satisfaction of social needs is high. In a friendly climate; managers see themselves as one of the employees (Sergiovanni and Starratt, 1988: 107).

2.4.3. Controlled Climate

In a controlled climate; the level of understanding and intimacy is low and checks are carried out closely. Friendships and social relationships don't leave much time and it's important to perform point tasks. The morale levels of employees are low, and what the rulers say is considered correct, and the opinion of others is not very concerning to them. Businesses have unnecessary clutter. Because the rule that administrators put in place cannot be out of the way. managers only have the belief that what they say is true (Tutar and Altınöz, 2010: 200).

2.4.4. Open Climate

Employees and managers are in tune with the open climate and the morale levels of employees are high. Employees do their duty with great pleasure and desire. Managers have high levels of understanding and are open to criticism. Managers are committed to setting individual rules and for employees to participate in decisions taken. Businesses with open climates (Özcan and Balyer, 2013: 137);

1. There is a lot of sense of unity in business members.
2. Human relations in business are friendly, friendly and warm.
3. The individual development of the members in the business is given importance.
4. Encourages employees to innovate and creativity.
5. Employees are the boss of their own business and have control and planning facilities for their own business.
6. The link between the targets set for employees and the business's goals is clear.
7. What is expected of employees is clearly determined.
8. Employees are involved in the process of making decisions.
9. Employees should be rewarded as they deserve in the right deeds.
10. Communication created with employees must be active, informative, and explicit.

2.4.5. Indoor Climate

Indifference prevails in the closed climate. There is no goal of success, commitment and belonging in the employees, nor is there any cooperation. Managers do not have sufficient efforts to meet the social needs of employees and to satisfy the job. Businesses with a closed climate have a high degree of conflict. The morale of the employees, their inademaneor and their intimacy with each other are as low as possible. Managers are self-sufficient and do not provide convenience for employees to succeed. Productivity emphasis is high but efficiency is quite low in applications (Özcan and Balyer, 2013: 137).

Factors that cause closure in the organizational climate can be listed as follows (Tutar and Altınöz, 2010: 199);

1. Lack of job security,
2. The lack of physical elements of businesses to work,
3. Not complying with ergonomics rules,
4. Not representing employees in organizational culture,
5. Lack of the opportunity to participate in management and decisions,
6. Mechanical, hierarchical, central and rigid organizational structure,
7. Incompatible relationships,
8. The subjectiveness and apathy of those at the highest level,
9. Incompatibilities in social relationships,

2.4.6. DemocraticAlly Structured Climate

In the democratic climate; loyalty to the group, solidarity and teamwork, such as behaviors dominate the business. The values reflect the behavior of the administrators and all levels are involved in making decisions. Instead of punishment, encouragement, aid comes to the fore and individual development is given importance. Different activities are organized for the motivations and fusion of employees, and the democratic climate highlights the unity among employees. Therefore, the perfection of relationships between people; more attention is given than perfect work, and while the job satisfaction is high, the activity is moderate (Korkut, 1993: 6).

2.4.7. Autocratic Climate

In an autocratic climate; managers emphasize the continuity of formal structures. The tasks of the employees are strictly drawn within the specified framework. Employees are obliged to perform in their duties within the framework. Orders, status and seriousness are mainly emphasized. At all levels of management, positions are required and employees who go outside the rules of operation are punished. Communication is done only in business matters, formally and vertically. Employees in autocratic businesses react to formal structures and highly attack symbols in authority. In the end, job satisfaction decreases (Halis and Uğurlu, 2008: 107).

2.4.8. Climate for Success

A lot of emphasis is on efficiency in the climate for success. Employees are encouraged to establish their goals and take responsibility for achieving their goals. Management supports creative and innovative work and the processes leading to the purpose through comparisons are constantly being evaluated. Excellent performances are certified, promoted or overpaid as prizes. Employees may be asked to help each other and there is no formality in the communication system. It is thought that employees will always do better as emphasis is made for continuous performance development in the climate (Stern, 1970: 25).

2.5. Organizational Climate Dimensions

According to Scheneider, organizational climate dimensions will be included in the issues of organizational climate dimensions, according to Lussier and Stringer, according to Bay and DeCotiis, and according to Yucel Ertekin.

2.5.1. Scheneider'e Organizational Climate Dimensions By

Schneider, organizational climate dimensions with organizational policy, processes and applications as a common perception of informal and formal characteristics (Aydoğan, 2004: 203).

Schneider organizational climate dimensions are in four problem categories. Defined by describing dimensions (Schneider, vd., 2013: 361);

1. Nature of Interpersonal Relationships; includes concepts such as trust, mistrust or conflict between employees in a business. There is a competitive relationship or

cooperative between the units. Can a socialization program be offered for new employees? To what extent the welfare levels of employees are important for senior administrations?

2. Nature of the Hierarchy; decisions can affect things. Decisions are made by senior management or their designated units. The business is characterized by either a team game or individual competition.

3. The Nature of the Work; Things are either interesting or boring. Jobs are also given a share of flexibility for employees or strict limits are imposed. Can businesses provide the resources needed for employees?

4. Award and Support Focus; Can the purpose of the job be known or shared? What do businesses support? Should the nature or quantity of the work be looked at? What standards and goals are trained?

2.5.2. Zammuto and Krackover's Organizational Climate Dimensions By

Krackover and Zammuto organizational climate explained below 7 headings (Tutar and Altınöz, 2010: 198-199);

1. Trust me; Employees feel confident in businesses where they approach each other realistically, sharing and openly. However, people are not realistic or sharing, causing an atmosphere where they are defensive, insecure and nervous. Confidence levels are not high in such businesses (Büte, 2011: 171-172).

2. Conflict; is defined as a dispute between multiple groups or people that can consist of various sources. Businesses have high levels of conflict, a hostile attitude to targets, and if workers are at odds with polarization and conflict, the business can be called a climate of conflict (Koçel, 2001: 490).

3. Spirit of Unity (Morale); The presence of a spirit of unity in businesses reflects the self-assuredness, willingness and sincerity. The high morale of the business workers also increases their self-esteem and self-esteem. In contrast, lack of purpose and lack of trust that is heard against the operation harm the spirit of unity (Turan, 2012: 653).

4. Awards; Employees are very happy when the business implements the fairness of processing, communication and distribution without taking sides during the distribution of awards. This attitude contributes to the organizational climate. In the case of using organizational will in contrast by acting unfairly; workers to negatively understand the organizational climate (Karatepe, 2005: 117).

5. Resistance to Change; employees who have difficulty understanding the needs of change in a business are opposed to change in such situations. If employees have adopted the idea that the business should be "different," they will either have no resistance to change or show low resistance (Tunçer, 2013: 376).

6. Leader's Credibility; confidence in the leader facilitates acceptance of decisions to be made and the approval of employee behavior. Leaders have inspiring features about using initiatives by revealing their employee creativity. Therefore, the appreciation of the leaders is diminishing, and employees have difficulty accepting the leadership authority (Aslan and Bakır, 2015: 4).

7. Scapegoating; If employees think they can burden others with responsibility for their failures, the idea of scapegoats is included in the business. If those responsible are believed to undertake failures from their activities, the level of scapegoating is low in the business (Daşkiran, vd., 2015: 63).

2.5.3. Lussier'e Organizational Climate Dimensions By

"Organizational Climate Dimensions" can be explained by the following dimensions (Lussier, 1990: 344);

1. The structure; size of processing, procedures and regulations, restricting employees,
2. Responsibility; Control or control dimension in employees' jobs,
3. Awards; penalty or reward size given to employees in exchange for effort, error and performance,
4. Vitality; the size of satisfaction of employees to their work and relationships,
5. Support; size of charity in the relationship stake in the upper and subordinates of employees within the business,
6. Organizational Commitment; size of belonging,
7. Risk; Risk-taking dimensions of employees within the business.

2.5.4. Litwin and Stringer'e Organizational Climate Dimensions By

Stringer and Litwin organization climate dimensions; institutional identity, conflict tolerance, conflict, sincerity, support, risk-taking, reward, standards, individual responsibility and organizational structure can be examined in nine dimensions (Litwin and Stringer, 1968: 46); rganizational structure; Restrictive instructions, formal processes, rules and procedures that employees have to comply with. Indicators of this size; social distance, formality, competition for status, recognition, authority,

hierarchical status, limitations on behaviors, quantity of accessible information and perceived limits on business are expressed in the form of (Litwin and Stringer, 1968: 49-50);

1. Organizational Responsibilities; employees have the authority to do their work and use the initiative. Organizational responsibilities are called to the levels of employees to be able to do their jobs outside of supervision and to feel responsible for the outcome of the work they carry out. Management expects employees to be responsible enough to bring solutions to business problems after determining the required working standards.

2. Reward; when feedback is given to employees about the results of the work done, it is stated that it is important to reward rather than punish. In order to improve organizational performance, it is very important that employees who perform their performance successfully are determined and rewarded. Performance-based fair reward systems increase employees' creativity, job satisfaction and commitment to business (Çekmecelioglu, 2008:130).

3. Taking risks; the risk dimension is related to the degree of risks that employees take when carrying out their work. To compete, calculated risks must be taken into account. Risk dimension for business or task; face-to-face with work is also defined as being able to fight the conditions in which they are found. An organizational climate that supports risk taking triggers creativity. Factors such as a rigid organizational structure, authoritarian rule, lack of communication hinder risk-taking behavior (Litwin,1951: 51).

4. Support and Sincerity; In businesses, it is expressed as friendly air and sincerity perceived by employees. The importance of employees by the members of the group, being loved, having warm and close relationships, support, friendship, friendship and solidarity environment, sincerity are evaluated. The warm and positive relationships in businesses constitute an organizational climate that improves the support of group members and management and cooperation. The support of administrations; when disagreements occur, communication is maintained, employees themselves can participate in the relevant decisions. In such a business environment; The reasons for the actions are clearly explained to employees, successful performances are rewarded and employees do not need unnecessary controls on their work (Çekmecelioglu, 2008:131).

5. Tolerance for Conflicts and Conflicts; the process of resting various ideas in solving problems refers to the dimension of conflict. Tolerant approach to conflicts in

businesses creates an environment that empowers employees. In businesses; the difference in perspectives, individual problems and their different perception sparked conflicts. Some of the employees in conflict situations avoid sharing their thoughts, while others are in favor of confrontation. There is pressure and stress in employees who avoid conflict, which also has a negative effect on their performance. Since it is impossible to avoid conflicts in businesses, it is necessary to manage the conflicts that need to be done (Koçel, 2005: 584).

6. Well-managed conflicts, businesses; creativity, encouragement to research, increased performance, motivation, original and new ideas. The intensity of conflicts affects businesses in different sizes. Less than necessary conflicts create environments that are closed to innovation and change. The intense occurrence of conflicts, delays in decision-making, waste of resources and time, negatively impacted performance (Koçel, 1999: 490).

7. Corporate Identity; It expresses the sense of belonging that employees see themselves as an important member of the business they are in. The importance of commitment to the business and operating purposes of being a member increases mutual trust and performance; reduces interest and tensions for individual rewards. An important sense of membership in the business acts as guidance and encouragement, increasing the commitment of employees and feeding the feelings of belonging. The concept of identity in the organizational climate is based on the development and guidance of the group spirit.

8. Standards; the level at which hidden or open, group or individual purposes are detected by employees. It is very important that performance standards are properly determined by the administrations and communicated to employees. The ability of employees to know what they will earn as a result of achieving the specified performance standards is a guide to them. When standards are met, employees know their counterparts will also increase their efforts to meet those standards (Litwin and Stringer, 1968: 58).

2.5.5. Koy and DeCotiis'e Organizational Climate Dimensions By

DeCotiis and Bay, organizational climate dimensions can be glazed as follows (Muhr, vd. 2010);

1. Business values,
2. Social integrity; related to the general perception of social associations and shares between employees.
3. Trust me; related to the perception of free or comfortable communication between employees and includes personal and sensitive issues.
4. Support; related to allowing employees to learn from their mistakes without worrying about retaliation.
5. Equality; business applications are realistic and fair.
6. Organizational structure; related to control and reward mechanism.
7. Autonomy; employees, of their own volition, gain experience in terms of goals, priorities and business procedures.
8. Printing; relationships with performance standards and time perceptions related to finishing work.
- 9.
10. Appreciation; related to the perceptions of employees who will receive feedback as a result of their contributions.
11. Innovation; is associated with the perception that transformation and change are encouraged.

2.5.6. Yücel Ertekin'e Organizational Climate Dimensions By

Yücel Ertekin'e "Organizational climate dimensions"; it covers all the features that can give identity to the business, affect employee behavior, and affect the employees' perceptions and dominate the business. Ertekin states that the organizational climate is a concept related to business and cooperates with the perceptions of employees. The accuracy of perceptions is of great importance in this context. According to many studies on the organizational climate; dimensions do not apply if their individual, environmental and organizational characteristics are not sufficiently mentioned. As shown in the table below, Ertekin has gathered the dimensions of the organizational climate below three basic characteristics (Ertekin 1978: 55).

Table 1- Organizational Climate Dimensions by Characteristics

It is possible to show the dimensions of the organizational climate classified according to individual, environmental and organizational characteristics as follows.

<i>Individual Features</i>	Opportunities for satisfaction, promotion and progress, importance and dignity given to the person, blocking, sense of trust, sensitivity to other members of the organization, affording danger, friendship relations
<i>Organizational Features</i>	Organizational structure, organizational policy, organization purpose, size, reward order and wages, organizational conflict, incompatible with the organization, very strict supervision and supervision, communication, leadership, decision-making, organization development possibilities, organizational openness, responsibility
<i>Environmental Features</i>	Limiting and motivating environment, working conditioned (Boring, contenting), managerial support, printing, compliance, criticism of management

When Table 1 is examined; classification of organizational climate dimensions according to their characteristics. As the table suggests, the organizational climate is examined under three characteristics. Individual features vary from person to person; Factors such as the attitude of business managers towards their employees and operating conditions affect the organizational climate. While dealing with organizational characteristics, the structures, policies, objectives of businesses; the interests of environmental features, the location of businesses and the positive or negative situations provided by this location.

There are two dimensions in the organizational climate, which are longitudinal and latitude. It has become mandatory for businesses to develop, control and develop environment, individual or business-based dimensions to meet their daily needs and adapt to change and development.

CHAPTER III

3. COMPETITIVENESS

3.1. Competition-Related Concepts

In this section, the concept of competition, the concept of competitiveness, the concept of competition policy, the importance of providing competitiveness and the purpose of ensuring competitiveness will be discussed.

3.1.1. Competition Concept

To have competitive enterprises in national or international markets and to create a competitive structure in the economy; is of great importance for economic development (Topallive Mercan, 2016: 856).

Competition is based on a dynamic competitive superiority based on more technology and knowledge depending on developments. Businesses' industrial clusters, industrial zones, business agreements, adoption of technological communication and long-term contracts with suppliers make them even more competitive. Countries being competitive; effective learning, formation stages of work, formation processes and organization of decisions make them more successful than different countries (Topallive Mercan, 2016: 856).

3.1.2. Competitiveness Concept

The concept of competitiveness concerns activities at the industry level, national level and business level. The concept is defined as the economic units evaluated for each level being in a more advantageous position compared to their competitors (Aktan and Vural, 2004: 9).

According to the OECD, the concept of competitiveness; industries, nations, regions and enterprises facing international competition are defined as the ability to produce by ensuring continuity at the employment level and high rates of production factors (Wysokinska, 2003: 11).

The concept of competitiveness expresses a deep and complex structure, influenced by many factors. This concept is defined at the level of sector, business and country with different perspectives. the following table provides some of the basic definitions (Bedir, 2012: 180).

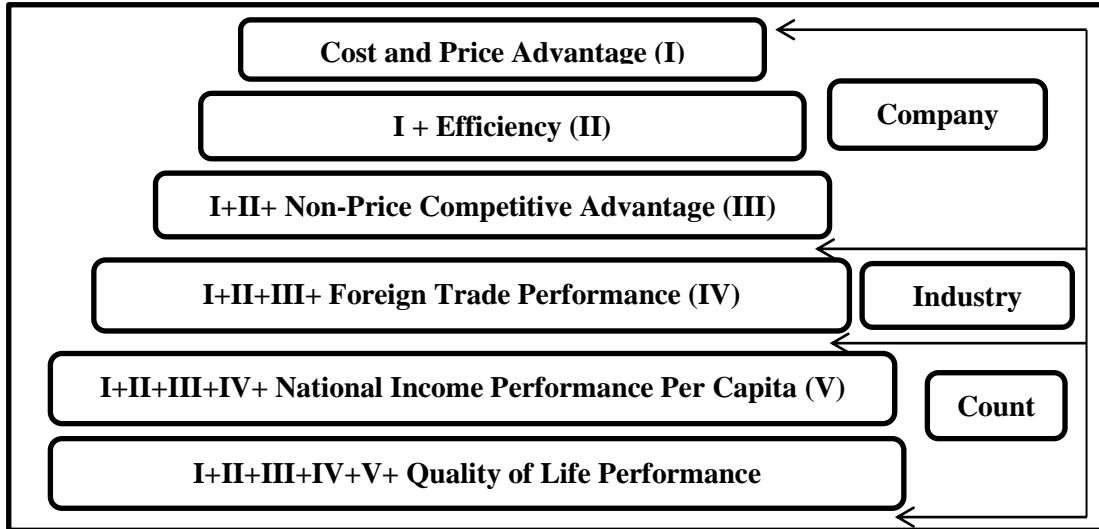


Figure 2- Competitiveness Concepts

Source: (Aktan and Vural, 2004: 9).

When Figure 2 is examined; the concepts that are important in defining competitiveness at the country, industry and business level are shown schematically. The definition of competitiveness towards the base of the figure expands and becomes comprehensive. Therefore, competitiveness in a narrow sense is at the business level (micro), and the competitiveness in a broad sense is at the country level (macro). Competitiveness at the business level is expressed as the ability of businesses to produce and sell their products in certain markets in a lower way than their competitors or equal to their prices.

3.1.3. Competition Policy Concept

With global competition problems becoming important and common competition policies developing; competition policy issues have started to be discussed. Competition policy; in response to mergers, it is implemented in case of abuse of the situation and in agreements between businesses that limit competition. In the absence of a competition policy, the rules become ineffective. In addition, anti-competitive practices may increase with globalization (Sabir, 2013: 121).

Global competition issues related to trade are becoming increasingly important. International mergers and cartels in the conditions of free trade enable the formation of anti-competitive applications. Developing countries can hardly protect their rights against globalized cartels. The main objective of EU competition policies is to create the domestic market, where economic practices will compete on equal terms (Sabır, 2013: 121-122).

3.1.4. Purpose of Providing Competitiveness

Since the effects of the clustering model on competitive advantage in our country are not examined at the experimental level, the study needs to be done. In the realization of regional development and competitive advantage, it may be useful to examine the clustering model at the inter-country level (Gönen and Çelik, 2005: 46).

3.1.5. The Importance of Providing Competitiveness

Competitiveness is beyond traditionally useful areas of competitive pressure; technological progress has to bring out information that will increase innovation and efficiency. Businesses also minimize costs by producing original services or goods compared to their competitors and offering quality products to the market; maximizes their competitiveness. The conditions and environments in which businesses are found significantly affect their competitiveness. The existence of failures in the market; it may not always be enough for businesses to achieve success in markets around the world (Aktan and Vural, 2004: 3).

The support provided by the state in increasing the competitiveness of enterprises and eliminating the failures in the market plays an important role. Technological and technical level, the environment in which the business is located, the quality of the capital used and the development of technology; determines operating performance (Aktan and Vural, 2004: 3-4).

3.2. Business Functions and Competitiveness Relationship

This section will discuss research, development (R&D) and competitiveness, marketing, sales and competitiveness, and production and competitiveness.

3.2.1. Research, Development (R&D) and Competitiveness

R&D applications are one of the important drivers in the competitiveness development of enterprises or countries. R&D investments; has unpredictable consequences and risky effects covering a long process (İşseveroğlu and Gençoğlu, 2018: 881). This section will feature innovation, knowledge, technology, speed and flexibility, and strategic effectiveness.

3.2.1.1. Innovation

Competitiveness is one of the most important concepts in the developing economic structure. As much as businesses or cities, regions also want to achieve income-providing activities, qualified work force and competitive advantage. Other factors affecting competitiveness besides new; risk-taking and development of innovation strategies (Erkut and Albayrak, 2011: 155).

3.2.1.2. Information

The need to process information; it has become one of the most valuable resources over time and has not received intense attention in the form of a competitive tool in enterprises. On-site, timely and accurate information provides an advantage for businesses to take over the competition. The value of information systems, which present the information gathered around the business to customer groups and transfer them to the business, is increasing day by day. When implementing their strategies, businesses that benefit from information systems manage to stand out in competitive conditions (Demirhan, 2002: 117).

3.2.1.3. Technology

Technology management; in international competition conditions, it is one of the important values of enterprises. The level of technology in enterprises can increase the competitiveness of countries and make them exhibit this power. Having technological innovation and developments is the most effective force in the competitive environment. To be able to provide technology; development work is made possible by technology transfer, R&D applications, process and product creation. Businesses as well as countries; in the face of rapidly developing political, economic and technological conditions, they have to implement and create the best strategy method (İleri and Horasan, 2010: 178).

3.2.1.4. Speed and Flexibility

Businesses; they are those who want to make a difference between their competitors with the different types of products in their structures. During the competitive period, businesses care about the concepts of flexibility and speed and focus on these elements. In conditions where competition is intense, traditional production methods have been replaced by new generation production systems and R&D studies. The difference in production practices has caused a change in the quality of the competition. In order to gain a competitive advantage, it is not enough to produce the product at low cost; flexibility, speed, quality and efficiency are gaining importance. Competitiveness; in the fields of technology and information understanding (Köseoğlu, vd., 2014: 51).

3.2.1.5. Strategic Event

Strategic activity; it is defined as valuable items that allow users to be their preferred party. The most effective way to gain a competitive advantage is to create a strategy. Strategy; it is not preferring to do the same object or event better, but turning to doing something different. Obtaining a different result is made possible by performing the works by different methods. Since the business that determines its strategy determines its boundaries clearly and clearly, it is determined in which respects the business will be unique. Businesses need to be different in their innovations rather than being good. (Güzelcik, 1999: 46).

3.2.2. Marketing, Sales and Competitiveness

This section will discuss customer directionality, compliance with quality and standards, competitive price, export share, market share and developing partnerships.

3.2.2.1. Be Customer Directional

Customer directionality; on behalf of potential buyers, it is always defined as the aim of being able to create value at the highest level. By a different definition, it is defined as the ability to perceive the weaknesses and strengths of potential competitors and predict their strategy and competencies. Value creation is performed in two different ways; the first is to reduce the cost of the buyer compared to its benefit; the second is to increase the benefit of the buyer compared to the cost. In addition to meeting the necessary

needs, businesses that are customer-directional; focuses on new ideas on creating demand for innovative services and goods (Saura, vd., 2005: 499).

The introduction of business strategies is related to the success of marketing practices. Success; cost management is changed by being innovative, analyzing competitors correctly, customer directionality and the coming together of actions. New economy applications need to be customer-directional, based on customers and business partners, reacting quickly to current business strategies (Olson vd., 2005: 61).

3.2.2.2. Quality and Standards Compliance

Technical and economic developments and changes in production and consumption stages have increased the importance of service and product quality, which has brought many quality problems. Thus, the issue of quality; has started to concern engineers, consumers, product designers and entrepreneurs (Ross,1994: 275).

Compliance with quality standards reveals the cost-reducing impact of quality and low costs with efficiency. Businesses entering the market at low cost provide growth and high profitability. This cycle of development increases in direct proportion to investments in quality improvements (Ross,1994: 276).

3.2.2.3. Competitive Price

In competitive environments, incorrect pricing methods cause businesses to suffer significant losses. In competitive environments, a business needs to cover its fixed costs and reduce its losses by increasing its contribution without losing market share. During periods of intense competition, businesses may be more useful not by adding direct dividends to prices, but by providing sales growth with competitive prices and profit-make policies by exceeding the level of equal sales. A business that operates with a competitive pricing strategy needs to provide superior customer service to maintain competitive edge (Pazarçeviren and Kıymet, 2013: 257).

3.2.2.4. Export Share

The first study on measuring competitiveness using export data was done by Liesner and an ink was developed. There are many inks for measuring competitiveness in the aftermath of trade data. Liesner's ink (L-RCA), index; the ratio of the total exports of

any country in a single product to the total exports made by other countries that have exported the product in question. The large share of the kesrin shows the share of the total exports of "k" products in the "t" period of the country "j", which is in the total exports of the country "j". The denominator shows the share of the world's "k" product exports in the "t" period in total exports worldwide. Export of a product; the ratio of the country's share of total exports to the total import share of the product in the country (Utkulu and Seymen, 2004: 7-8);

Here; "X_{j kt}" means the total export of k products in the t period of the country, the total export of the country "X_{j t}" during the t period, the total import of k products in the t-period of the country "M_{j kt}", the total imports of the country "M_{j t}" during the t period of the country" (Erkan, 2012: 106-107).

$$ESI = \sum \min [X_k (jw), X_k (mw)] \times 100 \quad (1)$$

Here; "X_{k (jw)}" means the share of the total exports of the k product of the country of j in the total exports of the j country, the share of the total exports of the k product of the country of "X_{k (mw)}", and the share of the total exports of the m country.

3.2.2.5. Market Share

In electronicized and globalized world economies, it is necessary to adapt to computer and internet technologies in order to increase market share and competitiveness. It is very difficult to predeterminally detect the consumer audience and market share to be reached with the "electronic trading system". There is no statistically significant relationship between businesses trading and not trading with the idea that trade increases the share in the market (Kaya, <http://www.biltek.ieee.metu.edu.tr/sayi/subat01/eticaret.html>).

3.2.2.6. Developing Partnerships

Businesses operate in environmental conditions where competition is increasing. In these circumstances, businesses invest in the field of "human resources" in order to maintain their continuity and differentiation from other enterprises. Activities related to this differentiation can be listed as follows (Ellinger and Bostrom, 1999: 756);

1. Developing partnerships,
2. Being result-oriented,
3. Having listening skills,
4. Being sensitive to employees and the team,
5. Preparation and implementation,
6. Being willing to get ahead of competitors.

3.2.3. Production and Competitiveness

This section will focus on product quality, cost reduction, efficiency, flexibility in production, capacity utilization rates, skilled workforce and continuity and stability.

3.2.3.1. Product Quality

Quality is related to the competence of the products in meeting consumer needs and expectations. Sales increase in direct proportion as the quality level of products produced by enterprises is increased (Durmaz and Yardımcıoğlu, 2016: 367).

For marketing managers, the quality of the product is of great importance among positioning tools. Quality has a direct impact on the performance of products. It is almost impossible to sell a product that is poor quality in the perception of customers. In this respect, managers must first create the impression that their products are of good quality in the perception of customers. Product specifications distinguish the products of enterprises from products belonging to competing enterprises; it acts as a competitive tool (Durmaz and Yardımcıoğlu, 2016: 368).

3.2.3.2. Cost Reduction

Cost reduction is one of the main objectives for competitive success in the production of goods and services. "Strategic cost management" includes the planning of cost managers instead of direct cost reduction. "Management accounting" aims at short-term cost reductions, while "strategic cost management" aims at long-term cost reductions for a sustainable advantage in competition (Gürdal, 2007: 38-39).

As the cost reduction effort on products is maintained throughout the life period, the "quality cost systems" of enterprises are also designed to keep the profit margin relatively stable. The objectives in cost reduction are set and implemented monthly. For example, if you want to use The Kaizen method is applied in order to achieve the goals

set for a year. Investigations are ongoing in cases where cost reduction targets are not achieved (Gürdal, 2007: 40).

3.2.3.3. Efficiency

Human capital and productivity play an important role within the scope of competitive structure. Technology is involved in manufacturing processes as a step towards impacting the efficiency of inputs. The increase in productivity is explained by the increase in efficiency and technology; change in productivity is evaluated as effectiveness (Fried, vd., 1993: 160).

3.2.3.4. Flexibility in Production

Globalization offers businesses a wide market opportunity and drags them into competition-intensive environments. Businesses, for reasons such as high quality, customer focus, product diversity; medium-variety, medium volume and low production "Flexible Production Systems" (Yücel, 2012: 895).

There are many definitions related to "Flexible Production Systems" (EÜS). some of these definitions can be listed as follows (Tekin, 2006:187);

EÜS is defined as the rapid use of production materials and the redefining of manufactured products by delivering them to customers in the market.

EÜS is called systems that have the ability to produce various products and parts without significant machine posture and change (Kazan and Günlük, 2006: 14).

EÜS expresses the range of wide production systems with different structures in terms of control and transactional characteristics. EÜS consists of NC or CNC machines connected by material handling system and computer systems that control machine handling (Kıral, 1996: 18).

EÜS has been developed to respond to flexible demands in markets with a flexible supply. EÜS, which has the ability to produce certain products to customers with low cost and diversity, ensures the continuity of its activities by authorizing employees and increasing the competitiveness of the business (Pekmezci and Demirelli, 2005: 132).

EÜS is defined as "automatic party production system" which is made up of "numerically controlled" machines connected by "computer controlled" material transport systems (Erol and Atmaca, 2001: 73).

EÜS is an "automated computer controlled" system that allows different types of work-related parts to be transported between different workstations and machines at the same or different time according to the requirement of the parts (Aydoğan, 2005: 74).

EÜS is indicated as production processes in which intensive automation and technology-oriented productions are made, production companies are directed to production quickly, products are delivered to customers on time and red-cashed. In addition, in these processes; no assembly lines, people adapt to the environment and changes are responded to faster than before (Gökşen, 2003: 15).

3.2.3.5. Capacity Utilization Rates

The concept of degree of study is used to express capacity utilization. If businesses produce at full capacity, their work is equal to 1. If it is below 1; it is stated that rational production activities are not shown and there is inert capacity in the enterprise. If the degree of study exceeds 1, the actual capacity of the particular period

is more than the practical capacity. This shows that while production is taking place, production activities are suspended in less time than normal stop interruptions. The ratio between actual capacity and practical capacity is called the degree of study. The degree of study is calculated by the formula below (Bulut, 2004);

Degree of operation = Actual Capacity / Practical Capacity

The degree of study determines the rate at which businesses use their capacities.

3.2.3.6. Skilled Workforce

Qualifications; traditional qualifications are divided into three in the form of labor qualifications and job qualifications. Traditional qualities: they have qualifications belonging to professions in different fields. Labor qualifications include the information obtained by formal education and the characteristics required by the profession (Teixeira, 2002: 6).

The economy should develop positively at the level of competition and the skilled workforce should increase. As long as the phenomenon of competition continues to develop; specialized and ongoing human resources are needed. Qualified workforce is expressed in the following categories (Gürak, 2004: 80);

1. Employee-level qualification; willingness to progress in the production process, flexibility in behavior, predisposition to use current technologies and good training.
2. Quality at the control and technical level; to obtain practical information in industrial technologies, to be able to manage computer-connected manufacturing applications and to successfully perform total quality management.
3. Quality at the marketing and management level; encourage investments, quit traditional human resources management and be involved in international environments.
4. Quality at the level of innovation; to follow the developments in the field of science and to be able to create new products.

3.2.3.7. Continuity and Stability

One of the main elements in the creation of a stable and continuous working ground is the existing workforce structure. With sustainability, skilled labor is one of the important inputs in increasing competitiveness. Therefore, it is important to use the workforce effectively and improve quality (Aktan and Vural, 2004: 49).

3.3. Dimensions of Sustainable Competitiveness

This section will focus on differentiation, competitive superiority, strategic indecision and cost leadership competition superiority.

3.3.1. Differentiation Competitive Advantage

When competitive and sustainable business work come together; with the differences or sensitivities in practice, it may increase in sensitivity to the environment. Traditional business; it is defined as gaining advantage in price and cost performance against the competitors of the enterprises and differing in the products offered by the competitors. Price advantage, along with differentiation and cost superiority, helps businesses gain an advantage over their competitors (Ataç, 2019).

Realization of differentiation; customer support is possible with high quality materials, product design and intensive research. In markets where substitute products are high,

differentiation in products and services can be achieved and superiority can be achieved in the competition. In addition, consumers; although they accept the superior aspects of the business, they may not choose to pay high prices. This is the case; while the business differentiation is also successful, it prevents it from gaining strong market share. The benefits of differentiation with the draw-ins on behalf of businesses can be listed below (Porter, 2003: 48);

1. Reduces price sensitivity by creating brand loyalty in consumers.
2. The existence of brand loyalty is an entry barrier on behalf of companies considering entering the sector.
3. Supports creating high profit rates to deal with organizations providing goods or services.
4. Since consumer power lacks the alternatives they compare, price sensitivities are decreasing.

3.3.2. Cost Leadership Competitive Edge

Businesses that determine the most appropriate among cost-led focus or differentiation strategies can have a competitive advantage. These strategies are; the workforce is observed, incentives, organizations, strict cost control, low cost distribution systems, continuous investment. Achieving cost leadership; adapting to technological developments, increasing product diversity and investing in modern equipment (Esen and Barca, 2012: 89).

Strategy risks involved in cost leadership; cost inflation, which reduces the ability to implement differentiation, does not realize sufficient innovation in the field of marketing due to the focus on cost and technological changes that override past experiences. Cost differentitiity, reaching a level that eliminates consumer loyalty; increased imitation status is one of the risks of differentiation strategies. With the narrowing of service and product differences between the target and the market, the risks of focus strategies arise as competitors find a sub-market in line with their goals (Porter, 2000: 51).

3.3.3. Strategic Indecision

With globalization, strategic planning has increased its importance in all areas where competition is involved. Strategic planning; it is part of large enterprises and is not

found in many small businesses. Strategic planning; is important for achieving sustainable competitive edge and to minimize strategic instability (Demir and Yılmaz, 2010: 69).

With the complexity of businesses, the changed legal conditions, technological inadequacy, economic reasons and increased indecisiveness make it difficult for businesses to succeed. For this reason, businesses; it needs visionary managers who perceive changes just in time and strategies that put them into practice. The main reasons for increasing the importance of strategic planning are; democratization can be explained as increasing competition and gaining an international quality of change (Demir and Yılmaz, 2010: 73).

3.3.4. Focus Competitive Edge

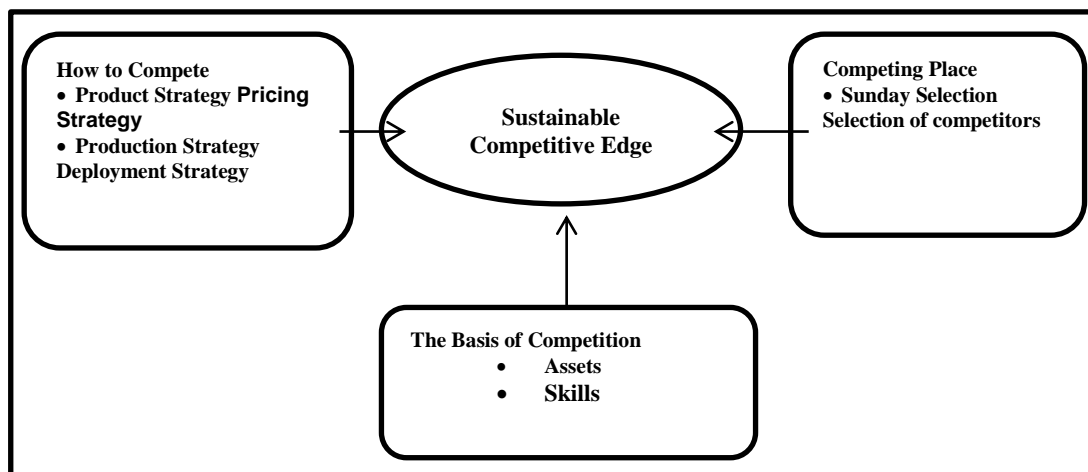


Figure 3- Sustainable Competitive Edge

Source: (Soyer, 2008: 39).

When Figure 3 is examined, the sustainable competitive advantage for businesses; it can be said that competitors are provided by determining the workspace, determining the production path, correct selection of distribution, pricing and positioning paths. Ensures competition in the right place and in the right way ensures profitability over a certain time period. Ensuring continuity; it can be indicated that it depends on the presence and performance of innovation skills that will differentiate business activities.

3.4. Competition Process Stages

3.4.1. Determination of Competitive Intensity Stage

This section will discuss identifying competitors, buyers, suppliers, substitute products, the fight between competitors and barriers to entry into the market.

3.4.1.1. Determination of Competitors

Competition is mostly between services and products that meet the same needs. Since the needs last longer than the products that meet them, the competition in this field is also long-term. The competition strategy usually mentions the competition between the same types of products, enterprise competition and form-product competition. Enterprise competition is between the brands of the enterprises that offer the products; the same type of product competition means formal competition between similar products and form product, products (Önce, 1991: 34).

Competition analysis, which is used to measure competitiveness, is of great importance in the decision-making processes of enterprises to enter the sector. In the stages of identifying the needs for strategic management and identifying management teams; professional teams are formed that initiate the necessary studies and are responsible for the activities. The "five competitively motivating forces" determined by Porter are expressed as structural determinants in competitive intensity. Businesses use these powers to analyze the competitive characteristics of the sectors in which they operate (Porter, 2015: 57).

In the stages of identifying competitors and strategy analysis; managers need to make decisions by doing enough research, making efforts and not moving away from reality. It is of great importance that businesses can determine the right strategy among alternatives to provide a competitive advantage and longevity (Akdemir, 2012: 47).

3.4.1.2. Buyers

The amount of buyers owned is an important factor that can show the strength of the competition. In competitive environments, enterprises need to produce higher quality service-products compared to their competitors and to be made with appropriate technological infrastructure (Karagöz, 2004: 99).

3.4.1.3. Suppliers

Suppliers threaten competition by ensuring that products are taken at high prices and producing poor quality products against the prices demanded. Suppliers show their bargaining power to industry businesses by making it a threat to reduce the quality of services and products or raise prices (Güleş and Bülbül, 2004: 52).

3.4.1.4. Substituting Products

Substitute products in the sector cause a pressure in enterprises. Businesses that perceive the existence of these products as uncertainty about the future avoid making the wrong moves. Related to substitution products that have a negative impact on profitability in the sector; there are differences of opinion between reactive, analytic and defensive enterprises. The over-emphasis of reactive enterprises on "substitution product" shows that they are under more pressure. Reactive enterprises, which do not have much opportunity to move on the differentiate of products and costs and quality, consider substitute products as a threat (Irk and Döven, 1996: 19).

3.4.1.5. The Struggle Between Competitors

The competitive intensity caused by the struggle between the competitors depends on the following factors (Irk and Döven, 1996: 19-20);

1. The number of competitors is large and their powers are equal to each other,
2. Slow sector growth and aim to grow businesses in the sector,
3. Lack of differentiation in services and products,
4. Low costs for buyers' product changes,
5. High fixed costs and low contributions,
6. It is mandatory to reduce the price in the production of pergradable products,
7. Increase of capacity with large jumps or formation of inert capacity,
8. High barriers to getting out of the industry.

In the sectors where these factors are experienced, there is an increase in inter-business competition and the average profitability in the sector decreases.

3.4.1.6. Barriers to Entering the Market

In sectors where there are no barriers to entry to the market and the quality in the market is high (Dinçer and Fidan, 1996: 19);

1. Profitability does not fall if high capacity is used,
2. There is a freeness to price,
3. The number of competitors is small,
4. There are barriers to entry in new investments,
5. There is no risk of subseding products entering the market.

3.4.2. Stage of Analysis of Superiority and Weaknesses in Competition

This section will discuss market strategies, innovation and technology.

3.4.2.1. Market Strategies

"Strategic competition" is defined as the "process of detecting new locations", which takes customers out of residential areas or allows new customers to enter the market. Business management strategies are aimed at achieving above-average revenue and gaining the upper hand in competition in the sector. The important side of the business environment is the sector or sectors in which it is competing. Therefore, according to the success of market strategies, businesses that do not excel in competition and are gradually losing efficiency are withdrawn from the market (Ülgen and Mirze, 2010: 267).

3.4.2.2. Innovation

IT and information technology are of great importance for the success of strategic decisions about innovation and competitiveness. Studies on the relationship of information development with the development and characteristics of employees; provide useful information for understanding newness and competitiveness (İraz, 2005: 243).

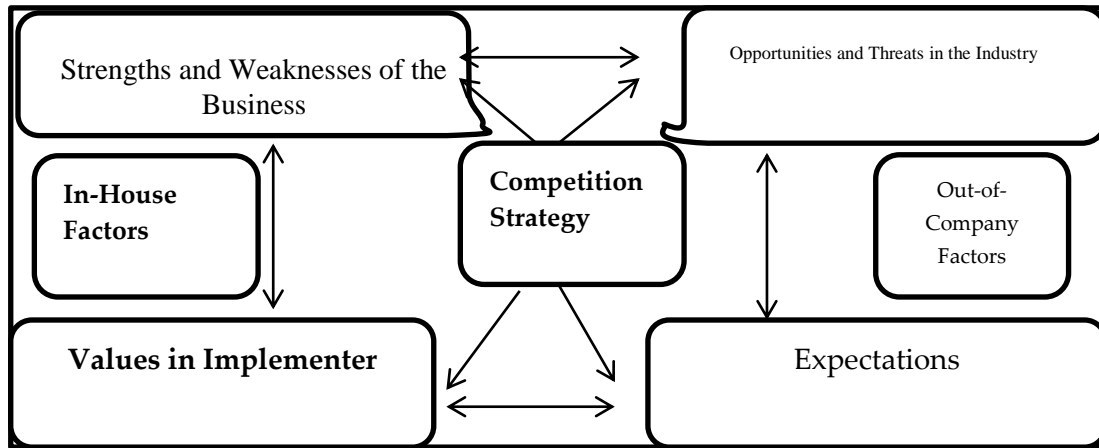


Figure 4- Effects of Management on Competitiveness and Innovation

Source: (Durna, 2002: 253).

When Figure 4 is examined; the effects of information management on innovation and competitiveness are shown schematically. Forces related to external and internal factors give businesses competitive advantage. Innovative and competitive businesses; it has a direct relationship with vendors, customers, service and product changes. However, in order to be innovative and competitive, information workers in the business need to be encouraged to manage and use information effectively.

3.4.2.4. Technology

In order to be competitive, technological development and prediction plans can be created. Technology; the speed and direction that can make it possible to achieve social and economic goals has become an foreseeable variable. Impressive technological developments and the impact of globalization, businesses; it is involved in a race of fierce competitions. In order for businesses to maintain their presence in the long term and excel in competition, they need to have strategies based on competition. Innovative and ineful businesses are not able to achieve competitive power (MÜSİAD, 2012: 30).

The concepts of "high horsepower", "large engine volume", "strong hardware features", and "comfort", which give manufacturers reputation and constitute competitiveness, are replaced; "innovation", "sustainability", "ethics" and "reputation". Technological innovations are completely changing the figure of competition in sectors. Businesses, with their effective technology strategy, gain an advantage in competition when they choose the right technologies and use them correctly (MÜSİAD, 2012: 34).

3.5. Macroeconomic Policies and Competitiveness

This section will include personal income tax, total tax burden, VAT rates and public expenditures.

3.5.1. Personal Income Tax

According to Tanabe; "Net wealth tax", which is well organized and applied correctly, is one of the important complements of "personal income tax". Tanebe also stated that significant progress can be made in terms of fairness in terms of "individual taxation" (Tanabe 1967: 124).

"Corporate tax" is defined as the taxation of business earnings separately from personal incomes. As a result of macroeconomic problems such as unemployment and inflation, which emerged with the new role of public sectors in the economy, Keynesyen's "theory of active public sector" began to weaken (Saraçoğlu, 2015: 14).

Privatisation policies are increasingly important. Macroeconomic variables have been one of the important economic issues in the country's economy due to their interactions with demographic elements. Especially in developing countries, the issue of "tax revenues" has a different importance and place compared to other economic issues. In this context, interactions between other variables and tax revenues should be taken into account in terms of the performance of economic policies (Kanca, 2017: 266).

It is important that tax cuts surround the entire economy and stimulate private investment and consumption expenditures. In order to establish an effective and fair tax system of public income policies; it needs to be performed in a way that encourages employment and investments, minimizes differences between regional developments and increases domestic savings. Turkey's economy has a sensitive structure. In this context, the tax structure; it is important to be simple, stable and simplifying fiscal policy practices in terms of maintaining macroeconomic balance in the country (Kanca, 2017: 273).

3.5.2. Total Tax Burden

In economies, the ratio of all taxes paid in a certain period to the country's income at that time is defined as "total tax burden". Because of this situation; the ratio of total tax

revenue to "gross domestic product" (GDP) is considered an important ratio in measuring the total tax burden. In another way; when this definition is evaluated as "per capita national income distribution" data, the taxes to be used to measure the taxation capacity, provide the "gross national product" (GND) (Aksoy, 1994: 297).

The share of income taxes in total tax revenue is continuously shifted to non-capital segments compared to "corporate tax". The changes carried out for the benefit of the capital sector among direct taxes are supported by the increase in the weight of indirect taxes within the system. Transformation of tax systems into predominant structures; it causes small entrepreneurs, wage earners, which are important elements of domestic demand, and social segments that do not have the opportunity to reflect taxes to lose income (Oyanve Aydın, 1991:7).

Structural stability and compliance policy processes based on "neo-liberal" policies implemented to strengthen the market mechanism (Sönmez, 1997: 97-98);

1. The release of foreign and domestic trade through the way of freeing prices,
2. Change property relations through customization,
3. Ensuring macroeconomic stability through monetary and tight fiscal policies,
4. To achieve positive interest rates through financial releases, to ensure the entry of international capital into the country and to close the savings gap at home,
5. Eliminating the exclusion effect by classing the weight of the state on the economy and preparing the environment for the realization of private investments,
6. It includes the creation of a "private sector"-heavy market mechanism by reducing the interventions of the state, which affects the distribution of resources in the market by intervening in the market, and the elimination of regulation and determination functions in the social and economic processes of the state.

3.5.3. VAT Rates

Value added tax (VAT); in the delivery of goods and services made in the country, it is defined as the taxes paid by the delivery receivers to the delivery of goods and services. VAT has the highest share of tax burdens. Increases in VAT rates have caused society to deter from consumption and negatively affect the level of well-being, while reductions in rates are perceived as positive for the consumer (Özpençe and İşler, 2017: 118).

It is stated that the increases in tax rates also disrupt the competitive environments and create an unfair competitive environment, supported by the data obtained by the studies carried out. In particular, it is indicated that an unfair competitive environment is formed due to the infulsness of vat payments by microscale and large-scale enterprises (Bulut, 2009: 117).

Macroeconomic issues; economic and political stability, foreign trade policies and foreign investments. In countries, macroeconomic reforms must be implemented in order to develop and move forward on infrastructure and institutional issues. Otherwise, it is indicated that the growths created by macroeconomic reform will become more and more depleted. Sales taxes and VAT can be reflected directly to consumers with sales prices. Earnings taxes, on the other hand, are becoming a burden of businesses (Bulut, 2009: 53).

Growth and investment are influenced by all elements of macroeconomics policy. Therefore, above economic growth, the impact on supply is very difficult to observe. Other factors can also eliminate the effects of taxes. The institutions of a country are strong and functional; the country is measured by ensuring macroeconomic stability, its impact on solving social and political problems, ensuring social security and controlling markets. Policies on increased investments can also increase growth and development in temporary ways, than in permanent ways. In order to achieve macroeconomic stability; banks should be prevented from taking too many risks, competition should be strengthened, information flows should be created, the rights of shareholders, borrowers and lenders should be guaranteed (Hulten, 1984: 236).

3.5.4. Public Expenditures

Another macroeconomic policy tool is public expenditure. As a result of the inability of revenues to cover increased public expenditures, a budget deficit occurs. Closing the budget deficit is also carried out by financing ways to increase tax rates or borrow money. However, it is stated that private sector expenditures, in both cases, are excluded by public expenditures. Private sector growth and shrinking the share of the public in the economic field are characteristics of the globalized economy. Therefore, when creating an economic ranking, it is indicated that the countries with the least public expenditures are the most competitive countries (Özpençe and İşler, 2017: 118).

3.6. Developments Affecting Competitiveness

This section will discuss changing demand conditions, changing production conditions, connected and supporting industries, technological change, competition strategies, government policies and global developments.

3.6.1. Change of Demand Conditions

In an industrial area, determining the strength of competition is created by demand conditions. If there is an increase in demand and growth in the market, an important opportunity is formed for businesses. In case of decreased demand, a significant struggle occurs between businesses in order to maintain market share and revenues. Therefore, the conditions of demand; create opportunities in the competitive process between businesses, but also pose threats (Şimşek and Akın, 2003: 97).

3.6.2. Change of Production Conditions

In the rapidly globalization world, businesses that will compete are also increasing. At the same time, developments in the field of technology, changes in the business environment, changes in customer needs and wishes also complicate and change competitive conditions. It has been insufficient to continue these challenges in the field of competition with the change of existing production conditions and new ideas have been needed (Kasap and Peker, 2009: 57).

3.6.3. Connected and Support Industries

Connected and supporting industries; they provide cost, effectiveness, leadership and speed advantages to businesses within effective support networks. Thanks to information networks and cultural ad closeness, it is indicated that stimulating effects caused by support and connected industries come into play. It is stated that the needs of support and connected industries develop in parallel with demand conditions and advanced factor conditions and should be considered in the whole system (Erkan and Erkan, 2004: 358).

3.6.4. Technological Change

Changes in the field of technology are one of the most important factors of the competitive element. Due to changes in technology, new sectors are emerged in the

field of industry and structural changes are occurring in existing sectors. There are three reasons why technology elements are applied all over the world. They're like, "I' global formations of the field of technology, the introduction of national capabilities in the field of technology to international uses and technological collaborations around the world are expressed (Güleş and Bülbül, 2004: 8).

3.6.5. Competition Strategies

Businesses within the industry create competitive strategies for the formation of sustainable and profitable competition. Although it is not a generally accepted competitive strategy, it is stated that two factors are effective in the elections of strategies, as industrial structures and positions of enterprises within the industry (Porter, 1990: 34).

In order to gain the upper hand in competition, businesses develop their competitive strategies and provide the most advantageous situations for them as they carry out their activities among different pressure elements. Competition strategies can see changes in customers' preferences, changing the working habits of businesses and offering customers different benefits that their competitors don't. When determining competitive strategies for businesses themselves, they must first consider the industry in which they operate and the competitive situation. Because of the competitive strategies; determining and improving how the business will compete, what its objectives should be and what policies they should implement in order to achieve the goals they set (Kırım, 1998: 88).

3.6.6. Global Developments

The Competition Board states that in decision-making processes related to acquisitions and mergers, it should not be forgotten that they take place on both national and international scales, taking into account globalization and competition. Developments in communication technologies and the globalization process are bringing about changes in international trade structures. This revealed a new trade structure in which different enterprises ended their production processes instead of traditional processed substance trade. It is also indicated that the changes caused by all these global developments have reshaped the structure of competition between businesses (DPT, 2000: 83-84).

CHAPTER IV

4. OPERATING PERFORMANCE

4.1. Business Performance Concepts

This section will discuss the concept of performance, the concept of operating performance, the importance of operating performance, operating performance and objectives, the concept of measuring performance, the importance of measuring performance and the purposes of measuring performance.

4.1.1. Performance Concept

Although it does not have a common definition, the concept of performance, which has a wide definition area, is used in many areas. It is stated that it is used both as a variable of processes and as a result in many scientific areas such as business, sociology and psychology. At the same time, performance; electronic commerce, strategic management, innovation, accounting, government management, organizational behavior, marketing, organizational theory and production are also used in subdisciplines where the results of activities are important (Neely *et al.*, 2005: 343).

Performance concept; qualitative or quantitative separation of what is obtained as a result of planned and purposely activities. Performances are determined by evaluating the results of the activity. It is stated that the values accepted as a result of performance metrics constitute 'performance indicators' (Rogers and Wright, 1998).

4.1.2. Business Performance Concept

The concept of performance is ingrained in our language, French and English; capacity means the success shown during the work done, success, implementation, skill, execution or implementation of the work (Denison and Mishra, 1995: 97). In business science; it is defined as criteria for achieving the specified objectives by using business resources effectively. These criteria mean that the efforts made to ensure that businesses achieve their goals are evaluated (Bolton, 2000: 15).

4.1.4. The Importance of Business Performance

The performance of a business is measured by the degree to which it is able to perform its outputs or tasks as a result of its activities. Businesses have a structure consisting of subsystems and subsystems. These organizational systems are defined by the relationships between elements and elements. Elements that make up the sub-system in enterprises; employees, activities, workgroups, machines, departments, and functions (Akal, 1992: 10).

Performance management of a business is even more important with the successful promotion and development elements of that business as follows (Milsom, 1991: 21);

1. Determination of functions and objectives,
2. Monitoring pyramid performances,
3. Configured communications,
4. Development of employees and appraising employees,
5. Management information system.

A good performance management must first have a good and focused management knowledge in order to ensure performance measurements against the specified objectives and objectives (Milsom, 1992: 26).

4.1.5. Operating Performance and Objectives

A business; is established for a specified task and purpose. Businesses working for their purposes continue to exist in this way. Determining what the employee can provide for the purpose of the enterprise with a group or enterprise, where it can reach in quality and quantity, defines the operating performance (Baş and Artar, 1991: 14).

Performance metrics; it helps managers in the aspects of motivating employees, determining the efficiency of activities, effectiveness, process, controlling activities and making decisions for routine activity. Performance measurements have two different purposes. First of all, I'm not to inform the user about the status of the works by identifying the appropriate actions in the implementation, planning or control of the activity. The second is; to evaluate the performance of employees and managers in terms of recognition, promotion, bonuses, wage increases or appropriate rewards that should be given in good works (Dhavale, 1996: 51).

4.1.6. Performance Measurement Concept

Performance measurement; collection of information in order to support the process of making decisions and making decisions within the organization. Poorly designed performance measurement systems prevent organizations from adapting to competitive environments (Von Schalkwyk, 1988: 124).

Lack of traditional performance measurement systems; financial information is irrelevant to customer needs satisfactions and cannot provide data to the business related to meeting real needs. Traditional performance measurement systems neglect customers' demands in some cases (Sinclair and Zairi, 1995: 42).

4.1.7. The Importance of Measuring Performance

Measurement; the result is called the method of being able to provide information by finding icons that reflect the visible properties of events or objects. The aforementioned icons are; quantitative or qualitative as it can be comparable, with consistent characteristics. The values, events and different objects obtained from the measurements are compared in 100. In these comparisons, it is possible to obtain comprehensive knowledge and interpretations thanks to various statistical and mathematical methods. Data is used in the form of information by measuring non-profit, for-profit, public or private, small or large enterprises (McLagan and Nel, 1996: 28).

The information obtained in the measurements is the tools that manage and direct the behavior of the employees and their managers. Since the management approach is based on knowledge, measurements are important. Questions that performance metrics can offer solutions to in businesses can be listed as follows (McLagan and Nel, 1996: 28-29);

1. Have jobs reached the expected levels and how well are they done?
2. What effects have been found on the organizational performance of the works carried out and what services have been found for the purposes?
3. Has there been a deviation from the basic principles by adapting to strategies and objectives?
4. Is the business moving in the right direction, for the better?

4.1.8. Purposes of Measuring Performance

In addition to management, measurement is required, so performance purposes are divided into two in connection with development and measurement. The objectives in the two directions mentioned aim to prevent failures and increase employee achievements (Schuler and Jackson, 1996: 14).

Performance measurement is used to ensure objective decisions are made in enterprises. Managers' measurement and comparison with predetermined standards, evaluating employee performance, performance measurement are called. It is one of the structural systems that affects, measures and evaluates employees' work-related outputs, behaviors, qualifications (Palmer, 1993: 9).

Performance management consists of a long-term process, including performance evaluation. In other words, by clearly identifying the contributions of employees, ensuring the development process of individual performance together with company performance and performance management of corporate objectives; Provides (Robbins vd., 2000: 413).

4.2. Dimensions of Business Performance

This section will discuss in-house performance, financial performance, marketing performance, innovation performance and production performance.

4.2.1. In-House Performance

Businesses can create their own boundaries if they realize their capabilities (Holmberg, 2000: 847).

The shorter life expectancy of the products, the rapid development of technology, radical change and increased international competition are the processes that force businesses to change. Businesses with unique capabilities are required to direct their performance according to their "core functional capabilities". The effective use of these capabilities is competitive; it provides for every business to maintain its superiority over other businesses. This has an effect that increases the performance of enterprises. It is recommended to perform total cost analysis in the measure of performance between companies and in-company (Eren vd., 2005: 202).

4.2.2. Financial Performance

Financial performance; it is defined as an objective criterion based on concrete criteria, easy to measure and achieving objective results. It also provides a view of a whole area of business performance based on accounting data such as equity profitability, profitability in sales and investment profitability. Many values such as share values of enterprises, borrowing status, profitability status and efficiency; business performance value can be measured by calculating financially (Ünal and Yüksel, 2017: 269).

A business is required to perform performance metrics to make long-term decisions, perform functions such as control, planning and auditing. Although its history is quite ancient, the data of financial analysis is widely and effectively used. Thanks to technologies, financial data is quite easy to access. Especially with the development of technology, "statistical package programs" and "data processing techniques" accelerate the data process by facilitating it (Ünal and Yüksel, 2017: 267).

4.2.3. Marketing Performance

Marketing; the development of new products, increasing market share, announcement and pricing of the product are called as a whole. Businesses need to provide integration and coordination with all units in order to carry out their marketing activities correctly (Moorman and Rust, 1999).

Marketing performance can be measured in dimensions such as customer loyalty, customer satisfaction, competitive status with other businesses, and growth rates in sales. Performance metrics; it is evaluated by the criteria for changes in the product mix, sales quantities, advertising and promotional strategies of enterprises. In addition, performance; market share is evaluated within the framework of sales and profitability (Öztürk, 2012: 111).

4.2.4. Innovation Performance

Innovation is called changes to the production process of a product, itself, marketing or in a way that can gain an advantage over its competitors (Alpkan vd., 2005: 175-189).

Innovation also expresses the process of being transformed into products that create new ideas or are preferred against alternatives available on the market. By making

changes to the resources, products or process of a business; it is inevitable that it will innovate in order to keep up with the changing environmental conditions. The concept of innovation, which is a process or an output, can be defined in different ways. In market conditions where newness, change and competition are experienced very quickly and intensely; it is considered a very critical concept by businesses. Innovation is also in businesses; is defined as an important concept for them to have and maintain competitive advantage (Standing and Kiniti, 2011: 289).

4.2.5. Production Performance

Production performance is a very important element in determining the superiority and priorities of enterprises in competitive conditions. Complexity, variability and intense competitive environments in the markets are uncertain in businesses. In order to provide appropriate services and goods to customers under market conditions, to compete, to meet domestic and international demands; requires businesses to keep their production performance under constant control (Gezgin, vd., 2002: 137).

The production unit of a business; Using values such as raw materials, energy, equipment, human resources, its customers are called units responsible for producing products at the lowest cost and desired quality as soon as possible. Performances such as quality, low prices, logistics and flexibility that give businesses a competitive priority; are among the factors determining the production performance of enterprises (Gezgin, vd., 2002: 133).

4.3. Performance Indicators

This section will focus on financial, technical and operational indicators.

4.3.1. Financial Indicators

Financial indicators, which are one of the performance measurement methods, are quite old and widely used. These indicators are indicators obtained from accounting records, financial reports (balance sheets, income statements), using data from accounting records. Financial indicators are mostly used as mandatory under legal conditions. Financial indicators consist of revenues obtained as a result of the activities of enterprises. The reason why financial performance is good is due to good business policy. Financial performance metrics are key data sources in budgeting and especially

in business planning. The financial performance indicators group includes indicators for cost analysis and indicators of the financial structure of enterprises (Mutluer, 1997: 33).

Many changes in the industrial field cause new principles to become important in production management. Applications such as low stocks, flexible production, short transition processes, rather than reducing costs; purposes such as diversity, quality, customer satisfaction and availability come to the forefront more. It clearly reveals the importance of monitoring labor costs and performances in order to prevent and eliminate the labor share that reduces productivity in production. For this purpose, it is necessary to use cost indicators, but it is insufficient to use them alone (Mutluer, 1997: 33-34).

4.3.2. Technical Indicators

Technical indicators, which is an ideal measurement tool; it is one of the features that allows performance measurements in enterprises. These indicators are used to make performance measurements of all production resources, activities, employees and units from the highest level to the lowest levels in enterprises. Technical indicators are particularly successful in eliminating the causes of problems and the negative effects of these problems. The precise and detailed use of the data in these metrics imposes some restrictions on technical indicators. Technical information is needed in order for technical information to be easily understood and interpreted by everyone (Mutluer, 1997: 16).

4.3.3. Operational Indicators

Indicators such as operational indicators, quality, shipment, inventory, cost and flexibility determined for production processes can be counted as performance criteria. Businesses have some criteria that state how efficiently and effectively the products or services they produce are produced. Thus, businesses have many criteria that identify the weak and strong sides of the system in the areas where they operate and that improvements should be made in the direction they see as weak (Corbett, 1998: 771).

Many researches have been conducted to determine which types of performance indicators are used in enterprises or which types of performance indicators are better in enterprises. The top five indicators are very important for businesses. They're like, "I

compliance with specifications is income from investments, profitability, cost and customer satisfaction. In this process, indicators can be listed as innovation, technical competence, efficiency, capacity, speed, flexibility and quality according to performance criteria (Zairi, 1994: 11).

4.4. Performance Measurement Models

This section will include hierarchical models, balanced performance measurement models and value chain and process models.

4.4.1. Hierarchical Models

This section will feature the performance pyramid (smart model), Hronec and Du Pont.

4.4.1.1. Performance Pyramid (SMART Model) Model

It was developed in 1988 and was born as a result of dissatisfaction with traditional measurement models. Also known as the SMART Performance Pyramid. In the model, each performance level depends on the level above and below. For example, high-quality products and regular on-time delivery criteria ensure customer satisfaction. Administrators need to develop and manage a community of automated performance indicators. SMART measures how departments and tasks contribute separately and together to the strategic mission of the business. In the model, activities are associated with strategic objectives and the information, financial and non-financial, is collated. Activities are adjusted according to the customer-oriented future needs of the business. It can make the necessary changes to the performance, incentive and reward system. The structural framework that can form the basis of the SMART control system is offered with the performance pyramid (Cross and Lynch, 1991).

4.4.1.2. Hronec Model

Another example of hierarchical models is the model developed by Hronec (1993). The model is separated from other models due to its synthesis from the concepts of cost, speed and time. As seen in the model, indicators related to human resources, process and operation are synthesized with general concepts such as cost, quality and speed. Accordingly, for example, the wages paid to employees who are related to the human resources dimension and are among the indicators related to cost, training costs and the

expenses incurred for the rewards given to employees contribute to the creation of value of the business under the heading of costs (Tonchia and Quagini, 2010: 46).

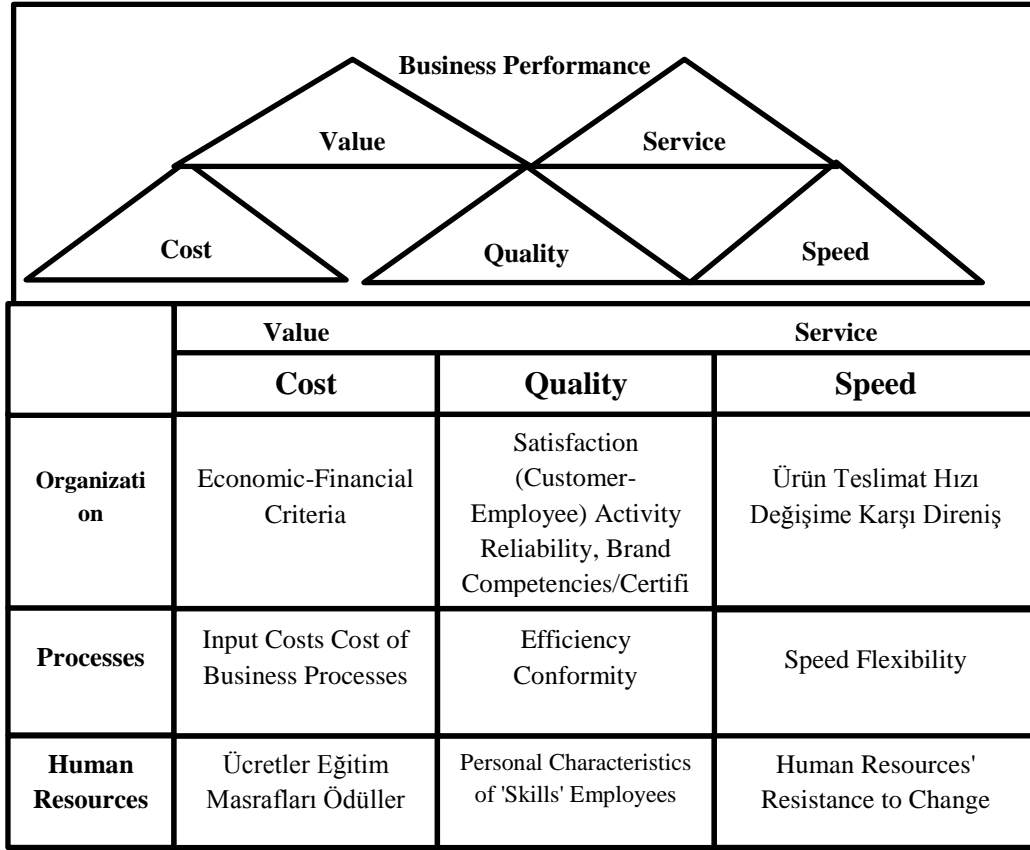


Figure 5- Hronec Model

Source: (Tonchia and Quagini, 2010: 46).

When Figure 5 is examined; subheadings on which business performance depends are specified. Operating performance; it is an important part of the organization and the values and services associated with effective human resources management or processes are the most valuable factors. Business performance should be developer and comprehensive, being one of the main reasons for achieving goals.

4.4.1.3. Du Pont Model

Du Pont Model; it is defined as a method of financial analysis developed by Quagini and Tonchia, which was first used by the business of the same name. By using income or balance sheet statements in accounting analysis; self-capital and asset profitability are analyzed. Also called combined rate analysis, it measures the net profit ratio of enterprises on sales and brings together the turnover rates of the total assets that

determine the profit ratios and resource utilization effectiveness (Çınaroğlu, 2012: 123-124).

In the Du Pont formula; the ratios mentioned together account for total asset profitability. The Du Pont model is in its second phase; total asset profitability is evaluated together with financial leverage and equity profitability is achieved. Du Pont system is one of the useful methods used to control different department activities. Each large-scale business that is using the model can be considered as an individual profit center with its own investments (Çınaroğlu, 2012: 124).

4.4.2. Balanced Performance Measurement Models

This section will feature the Thor model, Gilmore, performance prism and balanced scorecard BSC.

4.4.2.1. Thor Model

Thor model; it is one of the performance measurement models developed as a result of the criticisms of the balanced scoreboard's inability to achieve integration in performance dimensions. Based on customer satisfaction, the model ensures improvements in technology and increased productivity with human resources. Thus, customer satisfaction is ensured as prices decrease and service or product quality increases (Quagini and Tonchia, 2010: 34).

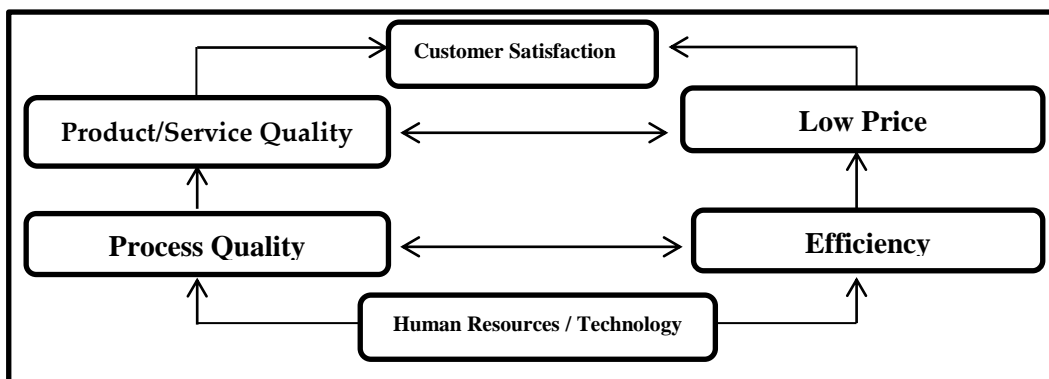


Figure 6- Thor Model (1993)

Source: (Quagini and Tonchia, 2010: 50).

When Figure 6 is examined, it can be said that low-priced production has a relationship with the quality of service and productivity with the quality of the process, and these factors constitute customer satisfaction by following the technology.

4.4.2.2. Gilmore Model

One of the models that measures balanced performance was developed by Gilmore. As can be seen in the way; it is stated that cost, speed and quality are important so that flexibility is in the center when making special production for customers. Flexibility, speed and quality are given importance in the cost center in mass production enterprises (Gilmore, 1993: 24) .

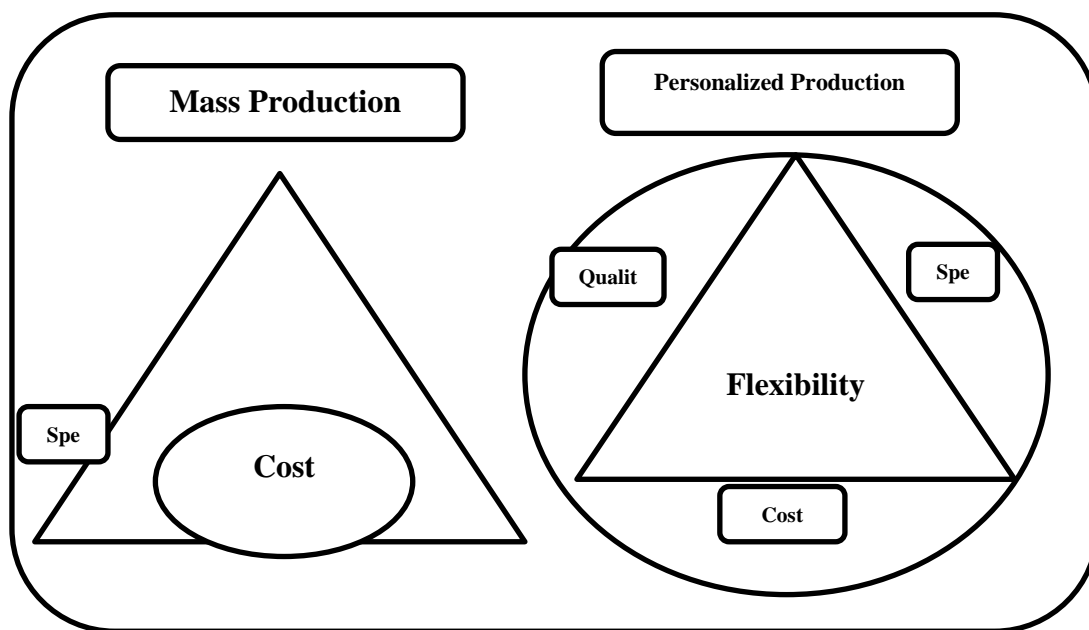


Figure 7- Gilmore Model (1993)

Source: (Gilmore 1993: 26).

When Figure 7 is examined, it can be stated that the main factor in mass production is to be able to produce quickly at low cost, and the criteria in personalized production are discussed within the framework of quality, cost and speed flexibility.

4.4.2.3. Performance Prism

As a result of the research activities before the performance prism, the measurement model with five related surfaces was revealed. The model mainly covers critical factors involved in successful performance measurement systems. Summarized dimensions of performance prism; stakeholder contribution is defined as capabilities, processes, strategies and stakeholder satisfaction. Surfaces included in the performance prism express the dimensions used in performance measurements and the questions that need to be answered (Neely, vd. 2000: 692).

4.4.2.4. Balanced Scorecard BSC

One of the most popular models among the performance measurement models is the balanced scoreboard. The difference between it and hierarchical models is that business performance is handled in four dimensions with development dimensions, innovation, learning, customer and financial. Balanced scoreboard extends performance measurement beyond being economically focused (Tonchia and Quagini, 2010: 48).

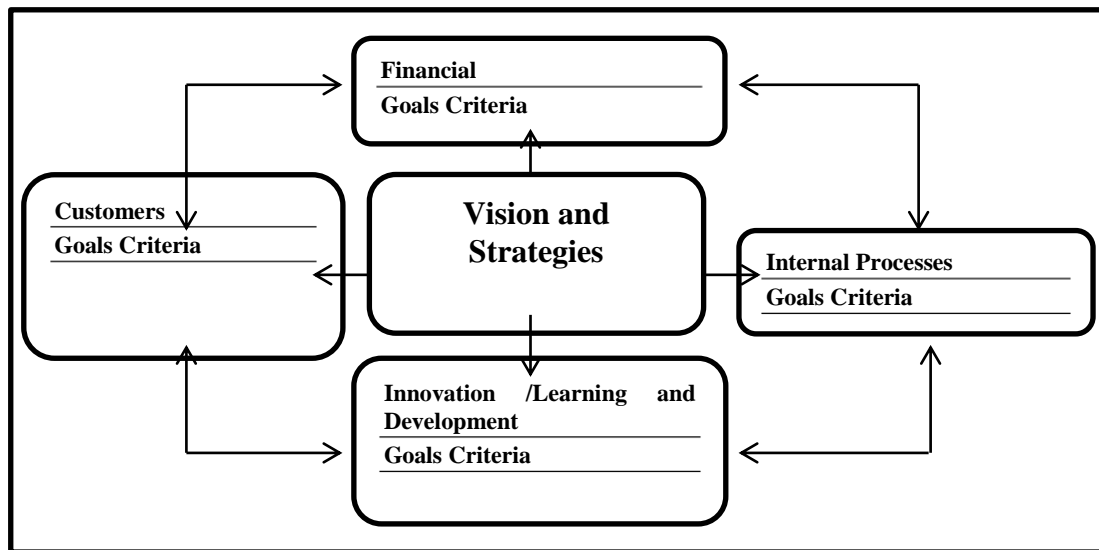


Figure 8- Balanced Scorecard

Source: (Kaplan and Norton, 1992: 76).

When Figure 8 is examined; the balanced scoreboard is shown schematically. In this method, which was put forward by Norton and Kaplan in 1992; performance evaluation processes are based on financial criteria as well as non-financial criteria. Balanced scoreboard; it is a multidimensional performance measurement and evaluation method.

According to Norton and Kaplan; The main reason why managers prefer a balanced scoreboard is that performances can be evaluated with multiple indicators under different headings. Some researchers who consider the balanced scoreboard, which is four dimensions, as a "static model"; "human resources", "employee satisfaction" and "suppliers" dimensions should also be included in the model. Norton and Kaplan in a book they published in 1996; they have developed strategy maps to provide dynamic features to the model and to insize dimensions with the strategies of enterprises. With these maps, it is aimed to harmonize balanced scoreboard sizes with the strategies and visions of enterprises (Kaplan and Norton, 1992: 76).

4.4.3. Value Chain and Process Models

This section will feature the value chain model, macro process model, performance measurement matrix and determinants and results matrix.

4.4.3.1. Value Chain Model

The value chain model was developed by "Michael Porter", a leading thinker in the field of strategic management. Based on this model of enterprises; they need to create their own value models, identify support and core activities and focus on creating value in important processes (Porter, 1980: 44).

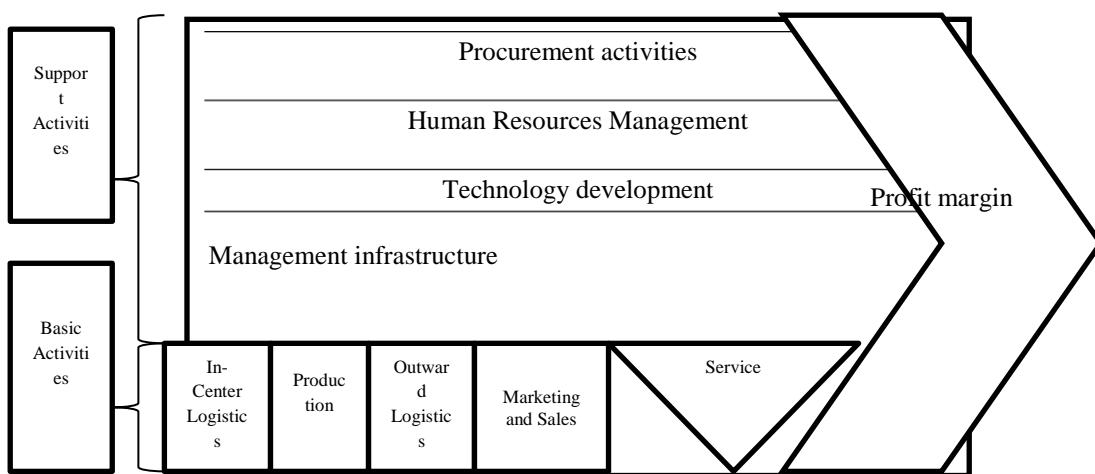


Figure 9- Value Chain Model

When Figure 9 is examined; the value chain model is shown schematically. Porter splits operations in businesses into support and core activities. Basic activities; "service", "external logistics", "production", "inward logistics", "marketing and sales". Support activities are; It is determined as "human resources management", "management infrastructure", "procurement" and "technology development" (Porter, 1980: 46).

1. Basic Activities

Basic activities are the physicality of the products; directly participates in production, marketing, transportation to the customer and after-sales service processes. According to this statement, the basic activities can be listed as follows (Porter, 1985: 100);

1. "Internal Logistics"; it is the first stage of the value chain model. Includes activities related to the transportation, storage, purchase, delivery, distribution and inventory control of the inputs related to the products produced.

2. Production; is the operational phase of the value chain model. It is the main activities of enterprises (Shafer and Meredith, 1998: 17).
3. "Outward Logistics"; it means the stage of preparing the products that have been completed to be shipped to wholesale centers, distribution points, customers and retailers. Includes activities such as storing, transporting these products, delivering them to the customer, completing order transactions.
4. Sales and Marketing; is the stage associated with ensuring that the consumer purchases the product. Includes marketing activities that provide revenue to businesses such as advertising, pricing, promotion, relationships and selections of distribution channels (Pitts and Lei, 2006: 441).
5. Service; the "customer service" phase of the value chain model. To increase product value, ensure and maintain customer satisfaction; includes after-sales services such as training, maintenance, supply of spare parts, customer support, repair, installation.

2. Support Activities

Supporting activities; it helps to increase activities and performances that facilitate the carried out of core activities that directly contribute to creating and delivering value for the customer. The reason why these activities are defined as "supportive"; increases the basic operating performance of the values presented in the activities. Supporting activities are examined under four headings (Porter, 1985: 48);

1. Procurement; it means the purchase of inputs that businesses will use for "value chain" activities. This activity is closely related to support and value creation in core activities due to the use of purchased inputs in business functions (Stabell and Fjeldstad, 1998: 413).
2. Human Resources Management; it expresses activities related to employees such as selection-recruitment, development, rewarding, human resources planning, training, resourcing, performance valuation. This activity has a direct impact on the competitiveness of businesses as it involves the motivations and evaluations of employees.
3. Developing Technologies; this activity is related to the technological infrastructure of enterprises and is included in all activities in the value chain. Technology development; it covers the design of processes and products, development and research activities, technological information systems and technologies. The correct use of

technologies is of great importance in terms of increasing the efficiency of the value chain model and displaying superior competition (Ülgen and Mirze, 2004: 99).

4. Infrastructure of Management; With the function of strategic management consisting of organization, control, planning and directing, it includes a number of activities such as accounting, quality management, financing, administrative and legal affairs. This activity supports all activities in the value chain.

4.4.3.2. Macro Process Model

In 1996, Brown developed the concept of reassigning indicators through a cause-and-cause relationship. "The Macro Process Model (MSM) shows the measures of performances and connections between stages in business processes. These stages are; It is defined as "production system", "results", "targets", "inputs", and "outputs". According to Brown; each stage is a factor for the performance of the subsequent stage. This model; the impact of inputs on business objectives (Brown 1996: 29).

4.4.3.3. Determinants and Results Matrix

The "determinants and results matrix" has been developed to measure performances in service enterprises. In this model, access to results that show the competitiveness and financial performance of enterprises; flexibility, resource use, quality and innovation factors are decisive (Brignall, vd.,1991: 34).

4.4.3.4. Performance Measurement Matrix

Internal and external performance criteria in enterprises in the "Performance measurement matrix" model; "cost-related indicators" and "non-cost-related indicators" are examined in two groups. External performance criteria that are not cost-related; customer complaints and market share. External performance criteria related to cost; It covers R&D expenditures and competition. Intrinsic performance criteria that are not cost-related cover the number of new products and delivery times; cost-related internal performance criteria include production costs and design cost of products (Keegan and diğ, 1989: 47).

Table 2- Performance Measurement Matrix

	Not Related to Costs	What's Related to Costs
	Customer Complaints	Competition
Performance related to External Processes	Market Share	Research and Development Expenditures
	Teslimat Süreler	Product Design Cost
Performance related to Internal Processes	Number of New Products	Production Cost

Source: (Keegan and diğ, 1989: 47).

When Table 2 is examined; The "performance measurement matrix" model is shown schematically. This model is the first multidimensional measurement model developed by Keegan in 1989. As the table shows, the model; it consists of two columns and rows, including internal and external elements, along with factors affecting operating performance. Designed as a balanced and simple matrix, the model is also accepted in the literature for its flexibility and simpleness. The "performance measurement matrix" is criticized for not including certain dimensions and for not clearly explaining the inter-dimensional connections.

4.5. Types of Business Performance

This section will focus on competition, efficiency, quality of service, fairness, innovation, effectiveness and profitability.

4.5.1. Competition

In globalized business relationships; in areas such as resource supply, product markets and competition, it is observed that a dependence occurs mutually. Concentrating or gathering industry in the same geographical locations of connected enterprises is an important feature of national and regional globalized economies (Bakırtaş, 2009: 169).

In the markets where competition is intense, it is stated that there are many different alternatives that can meet all the needs and wishes of consumers. Therefore, businesses need to use methods that can ensure that the services and goods in the consumer's own portfolios are preferred in the target markets (Erdoğan, 2009: 165).

4.5.2. Efficiency

Efficiency; it is defined as the ratios between the quantities of services and goods produced and the inputs used in the production of these service and goods quantities, and its measure is formulated as "input-output". The concept of efficiency is often confused with the concept of effectiveness. However, the event examines the relationships between existing resource potentials of businesses and the parts of potentials used, while efficiency examines the relationships between the resources consumed and the outputs obtained (Akal, 1996: 76).

Productivity at the national economic level; it is expressed as a physical measure of the performance size that can be measured at unit, industry, department or organization levels. It also measures the proportions at which inputs consisting of efficiency, energy, labor, capital, materials, raw materials and other services and benefits in use are turned into outputs (Akal, 1996: 150).

4.5.3. Quality of Service

The concept of service, which emerged in the 1700s and is still in use today, is constantly developing and is encountered in different ways at every stage of life as a natural consequence of the coexistence of employees. It is possible to summarize the service structure as follows (Kotler, 2001: 291);

1. It is not possible to measure the service except for the specified exceptions. Therefore, service is a dynamic concept.
2. The services provided are consumed as soon as they are provided. Therefore, the service is repeatable but not stocked.
3. Some data may be obtained as a result of observing the service offered, but the service cannot be examined or examined.
4. The service must be provided in order to assess the quality.
5. While the service has time to create and offer, there is no life time.
6. We determine the start and end time of the service. therefore the service has a time dimension.
7. The services consist of activities guided by human behavior. Therefore, the service offered is performance, not objects.

8. The service is signed up as continuous and programmed requests and is offered according to demand.

The concept of quality is defined as the ability of a product or service to meet or even exceed the expectations of the consumer. In this way, both the consumer and the manufacturer achieve optimum happiness. High quality service; by calculating the balance of expected losses and gains throughout the service processes, it is defined as product presentation to the consumer that will increase its expectation to the highest and happiest level (Kaya, 2005: 21).

4.5.4. Equity

In service distribution, advocates of equality recommend that fairness be used at every stage of performance metrics and used as a fourth principle. While there is no general definition of fairness, as a principle, it is indicated that it can be beneficial for local government (Flynn, 1997: 173).

The elements to be encountered when analyzing the principle of fairness; the lack of a general definition of the principle of fairness, the inadequacy of the methods applied in the measurements made, the increase in the diversity of the services offered according to their social functions and the impact of services by external factors can be indicated. Public services are offered in fair and eligible forms due to their qualifications. Fairness in local service delivery; it requires reducing differences in quality and quantity and preventing its formation during the services of various management units within the city to the population covered by its responsibilities (Belser, 1990: 7).

4.5.5. Innovation

Innovation; it is defined as the implementation of a new process, product, organizational method or marketing method in the applications or external relations of enterprises. Innovation is of commercial value and marketed. In scope of innovation; growth and development of the economy, providing competitive advantages, reducing costs and being sustainable is an important issue (Oslo Kılavuzu, 2005: 50).

4.5.6. Activity

Activity; it shows how much businesses benefit from the production process or use their production resources during the production of services or products. Activity requires a review of resources and results together (Akal, 1996: 76).

Comparing actuals and standard values calculates how effectively resources are used (Akdeniz and Durmaz, 1998: 76).

4.3.7. Profitability

Profitability; it is expressed as the only performance concept that does not lose its importance and does not change among the dimensions of economic performance. The most obvious objectives of enterprises as economic bodies are profitability. Profitability is expressed in enterprises as a result that provides their economicity than a purpose. Business profitability is reflected in positive ways in society. At the same time, it is indicated that profitability, which is of great importance in society, is a fundamental resource that enables social services to be carried out in all communities with the surplus values created by enterprises (Akal, 1996: 11).

CHAPTER V

5. METHODOLOGY OF RESEARCH

5.1. Purpose of the Research

The aim of this study is analyze the effects of organizational climate on sustainable competitiveness and performance in tourism companies.

5.2. Importance of Research

As increasing global competition affects competitiveness, performance and organizational climate; The survival of enterprises depends on their success in their activities. On the other hand, tourism is one of the most important sources of income for Turkey. It is one of the sources of income. In this context, the fact that tourism enterprises are in a better position around the world will lead to significant gains for both enterprises and the country. Therefore, in order to increase the quality in the tourism sector, which is a labor-intensive sector, to reach the best levels of customer satisfaction, and to realize worldwide branding; It is hoped that conducting scientific studies on the field, sharing the results of the study with the relevant parties, identifying existing problems and creating solution proposals will contribute significantly to the profitability of the sector.

5.3. Model

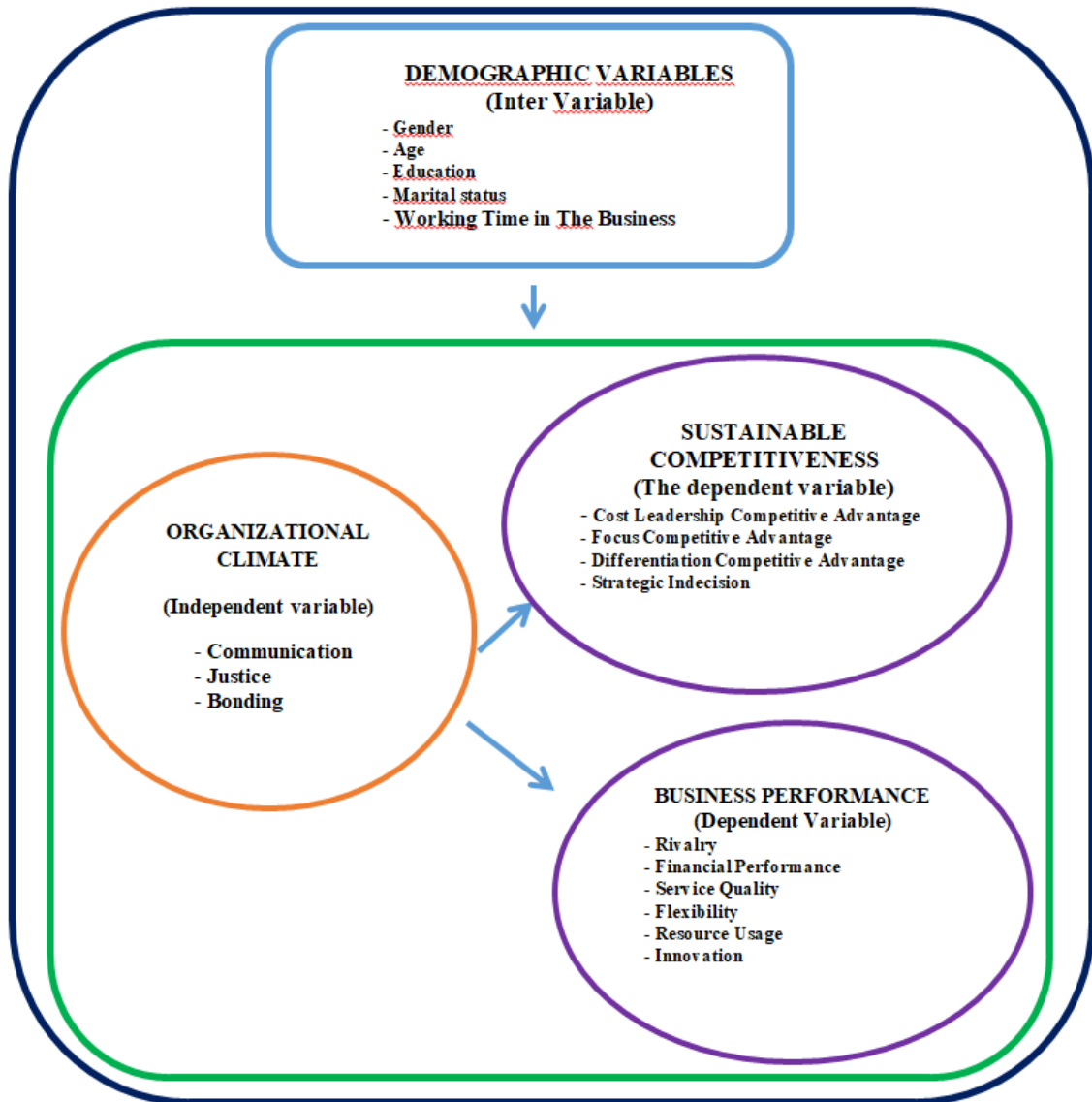


Figure 10- Organizational Climate; Theoretical Model of Effects on Sustainable Competitiveness and Performance

5.4. Hypotheses

H1: Organizational Climate (connection, justice, communication) affects the sustainable competitiveness of enterprises (differentiation competitive advantage, cost leadership competitive advantage, strategic instability, focus competitive advantage).

H2: Organizational climate (connection, fairness and communication) affects the performance of the business (competition, financial performance, service quality, flexibility, resource utilization, innovation).

H3: Gender; affects the climate of the organization, its sustainable competitiveness and performance.

H4: Age; affects the climate of the organization, its sustainable competitiveness and performance.

H5: Education level; affects the climate of the organization, its sustainable competitiveness and performance.

H6: Marital status; affects the climate of the organization, its sustainable competitiveness and performance.

H7: Working time; affects the climate of the organization, its sustainable competitiveness and performance.

5.5. Universe and Sample

The universe of the study; there are a total of 1,795 people working in 32 ministry-certified tourism facilities (General Directorate of Investments and Enterprises [YIGM], 2021) in Bolu. When the "Sample Determination Table According to the Universe" is examined (Altunışık, 2004: 125), it was observed that a sample of 317 people would be sufficient for the population of 1880 people. Therefore, in order to provide sufficient number of survey returns, 350 people were surveyed, 26 surveys were canceled because they were incomplete, and the remaining 324 people formed the sample of the study. In the selection of the survey participants, the "simple random sampling method" was taken, which is an unselected method where everyone has an equal chance of being selected.

5.6. Data Collection Tools

The survey of this study; The first part includes personnel information, the second part includes the organizational climate scale, the third part includes the sustainable competition scale, and the last part includes the business performance scale.

1. Organizational Climate Scale; In this thesis, to determine the level of "organizational climate" perceived by employees, Bock et al. (2005: 95) and Solmaz (2016: 186) used the "Organizational Climate Scale" for their study. This scale; It consists of 3 dimensions and 15 items in total: communication, bonding and justice. "Cronbach Alpha" reliability coefficients for the scale in question; communication (0.786), justice (0.870) and bonding (0.898). In order for the survey participants to

answer the questions, the questions in the survey; A 5-point Likert-type scale was used, which was asked to respond as 1-strongly disagree, 2-disagree, 3-undecided, 4-agree, 5-strongly agree.

2- Sustainable Competitive Advantage Scale: In this research, Powers and Hahn (2004: 52-53), Taşkın, et al. (2011: 648-649), Çakıcı et al. (2016: 66) used the "Sustainable Competitive Advantage Scale" and found the "Cronbach Alpha" value of the scale to be "0.650". This scale; It consists of a total of 24 items and 4 dimensions: "cost leadership competitive advantage", "focus competitive advantage", "differentiation competitive advantage" and "strategic indecision". In order for the survey participants to answer the questions, the questions in the survey; A 5-point Likert-type scale was used, which was asked to respond as 1-strongly disagree, 2-disagree, 3-undecided, 4-agree, 5-strongly agree.

3- Business Performance Scale: In this study, the "Business Performance Scale" used by Brignall, Johnston and Fitzgerald (1991: 45), Ballentine and Brignall (1996: 9) Brown, Atkinson (2001: 130), was used. The reliability coefficient of the scale was calculated as "0.83". This scale; It consists of 6 dimensions and 21 items: competition dimension (3 items), financial performance dimension (4 items), service quality dimension (7 items), flexibility dimension (3 items), resource utilization dimension (2 items) and innovation dimension (2 items). consists of. In order for the survey participants to answer the questions, the questions in the survey; A 5-point Likert-type scale was used, which was asked to respond as 1-strongly disagree, 2-disagree, 3-undecided, 4-agree, 5-strongly agree.

5.7. Analysis of Data and Findings

The reliability, frequency, correlation, regression and anova analyzes of the data obtained from the survey application using the IBM SPSS21 program are given below.

5.7.1. Reliability and Factor Analysis

5.7.1.1. Reliability Analysis and Confirmatory Factor Analysis for Organizational Climate Scale

The organizational climate scale used in this research consists of 15 items and 3 dimensions of 15 items. Confirmatory factor analysis (CFA) and reliability analysis,

which are statistical analysis methods, were used to examine the adequacy of the items that make up the organizational climate scale in defining the three dimensions of the scale, the reliability of the items, and the significance of the items in defining the dimensions.

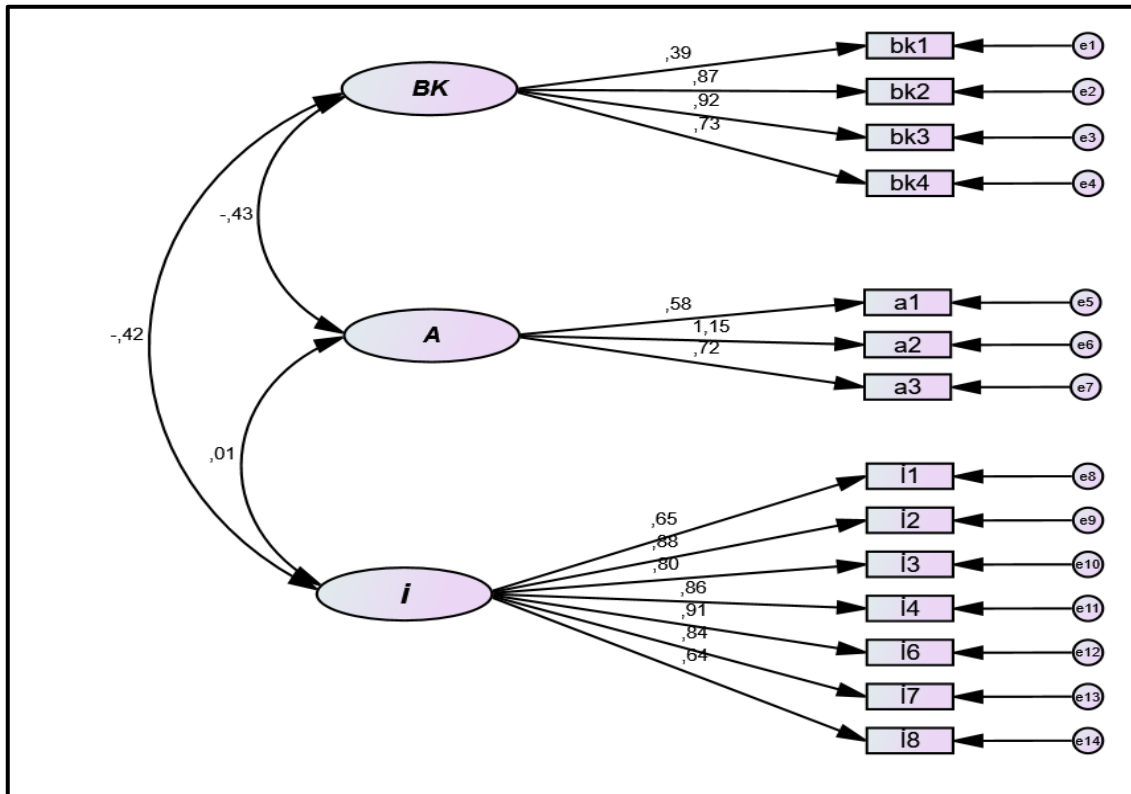


Figure-6 DFA for Organizational Climate Scale

When we look at the CFA model, which is constructed by using the organizational climate scale, it is seen that it consists of 3 dimensions consisting of 15 items. When the organizational climate dimensions in the model are examined, bonding is “**BK**”; justice “**A**”; communication is expressed by symbolizing “**I**”. In the model, it is aimed to represent the bonding dimension with 4 items as “bk1, bk2, bk3, bk4”. In addition, the error terms (e1, e2, ...e4) for each item and the explanation percentages for the items are as shown in the model. In the model, it is aimed to represent the justice dimension with 3 items as “a1, a2, a3”. In addition, the error terms (e5, e6, e7) for each item and the explanation percentages for the items are as shown in the model.

In the model, it is aimed to represent the communication dimension with 8 items as “P1, P2, ... P8”. In addition, the error terms (e8, e9, ...e15) of each item and the explanation percentages for the items are as shown in the model.

Table 3- Model Fit Indices for Organizational Climate Scale

	Good Value	Affordable Value	Calculated Value
X²/sd	Less than 3	Less than 5	3,332
RMSEA	0.050 and Less	0.080 and Less	0,025
GFI	0.90 and High	0.85 and High	0,887
NFI	0.90 and High	0.85 and High	0,901
CFI	0.95 and High	0.90 and High	0,912

As a result of the DFA used to test the suitability of the Organizational Climate scale , it was observed that the chi-square ($X^2 / df = 3.332$), RMSEA (0.025), GFI (0.887), NFI(0.901) and CFI(0.912) values calculated for the model were in the appropriate range. Looking at these values, it can be said that the organizational climate scale has a good fit.

Table 4- Estimated Values of Organizational Climate Scale

Dimension	Material	Predicti on Value	P value	α = alpha = (0.731)
CORRELATE	1. Employees in our company are in close contact with each other.	,388	***	0,813
	2. Employees in our company care a lot about each other's perspectives.	,875	***	
	3. The teamwork feelings of our employees are very strong.	,916	***	
	4. Employees in our company are in close cooperation with each other.	,730	***	
JUSTICE	5. I trust my manager's evaluations.	,578	***	0,877
	6. The goals given to me in our business are logical.	,752	***	
	7. My manager does not grant privileges to any employee.	,722	***	
CONTACT	8. The information necessary to do my job in our business is communicated clearly and objectively.	,650	***	0,922
	9. Changes to our business are announced and announced in advance.	,884	***	
	10. The number of business meetings held in our business is enough to keep people informed about what's going on where I work.	,796	***	
	11. In our business, I spend little time selecting information from different communication picture channels.	,864	***	
	12. In our company, information is distributed equally to all employees.	Remove d	0,323	
	13. Communication in our business is completely mutual. There is no need to worry about any surprise or unexpected reaction.	,911	***	
	14. I obtain the information necessary to perform my activities adequately from other parts of our business.	,835	***	
	15. The communication network in our business is fast and effective.	,644	***	
*** = P<0.001				

The suitability of the 3-dimensional structure of the Organizational Climate scale consisting of 15 items for the data set used in this study was examined using CFA and reliability analysis. It is seen that the explanation percentages of the items that make up the Organizational Climate scale are at appropriate values, except for item 12 (The lowest value is: 0.388, Highest value: 0.916) and the p values showing the significance of the items were found to be lower than the alpha value ($p < 0.05$). It was observed that item 12 negatively affected the reliability of the research scale and was meaningless ($p > 0.05$). Therefore, it was deemed appropriate to exclude item 12 from the study. It was observed that the reliability coefficient of the scale was 0.731. Considering this value, it can be said that the Organizational Climate scale is quite reliable.

5.7.1.2. Reliability Analysis and Confirmatory Factor Analysis for Sustainable Competitiveness Scale

The sustainable competition scale used in this research consists of 24 items and 4 dimensions of 24 items. Confirmatory factor analysis (CFA) and reliability analysis, which are statistical analysis methods, were used to examine the adequacy of the items that make up the sustainable competition scale in defining the 4 dimensions of the scale, the reliability of the items, and the significance of the items in defining the dimensions.

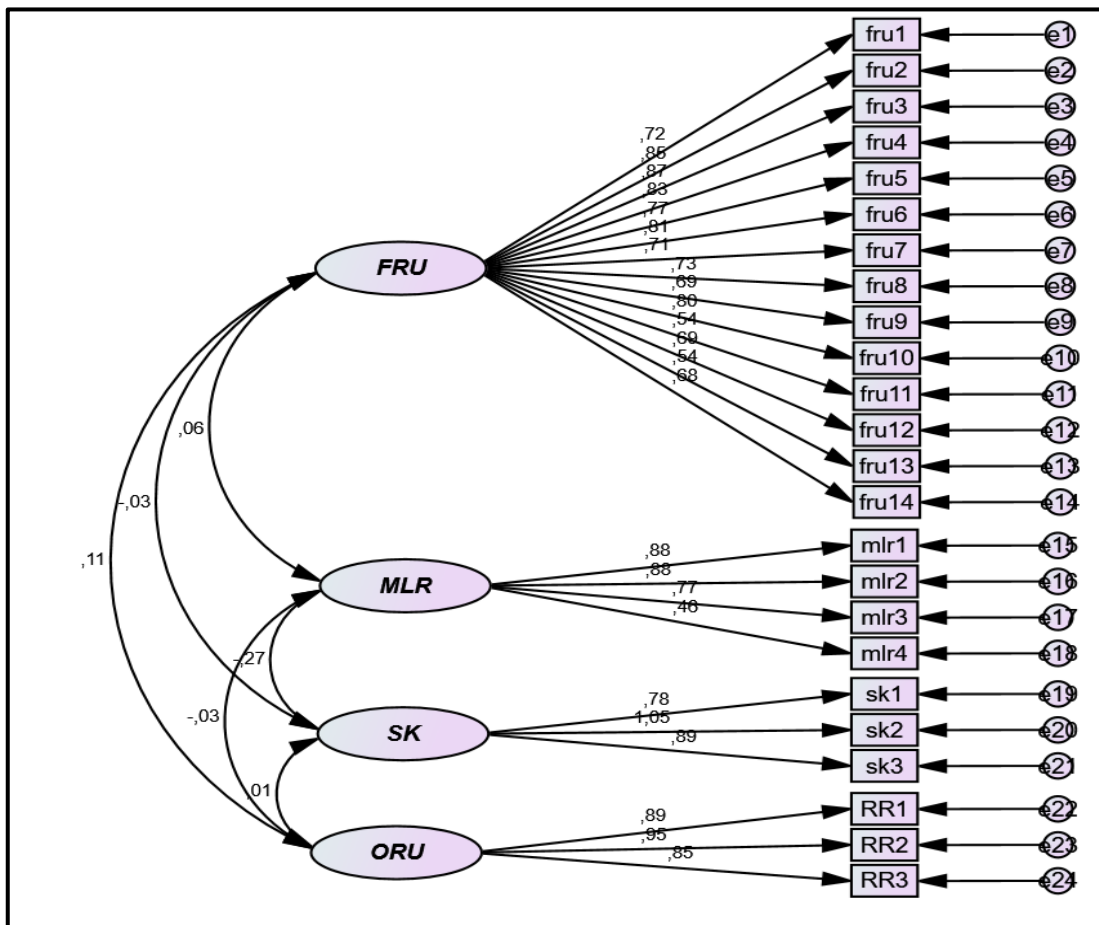


Figure-6 DFA for Sustainable Competitiveness Scale

When we look at the CFA model, which is designed by using the sustainable competition scale, it is seen that it consists of 4 dimensions created by 24 items. When the dimensions of sustainable competition in the model are examined, differentiation competitive advantage “*FRU*”; cost leadership competitive advantage “*MLR*”; strategic indecision “*SK*”; focus on competitive advantage is expressed by symbolizing “*ORU*”. In the model, it is aimed to represent the differentiation competitive advantage

dimension with 14 items as “fru1, fru2... fru14”. In addition, the error terms (e1, e2, ...e14) for each item and the explanation percentages for the items are as shown in the model. In the model, it is aimed to represent the cost leadership competitive advantage dimension with 4 items: mlr1, mlr2, mlr3, mlr4”. In addition, error terms for each item (e15, e16, e17, e18) and explanation percentages for the items are as shown in the model. In the model, it is aimed to represent the strategic indecision dimension with 3 items as “SK1, SK2, SK3”. In addition, the error terms (e19, e20, ...e22) for each item and the explanation percentages for the items are as shown in the model. In the model, it is aimed to represent the focus competitive advantage dimension with 3 items: “RR1, RR2, RR3”. In addition, the error terms (e23, e24, e25) for each item and the explanation percentages for the items are as shown in the model.

Table 5- Model Fit Indices for Sustainable Competitiveness Scale

	Good Value	Affordable Value	Calculated Value
X²/sd	Less than 3	Less than 5	4,659
RMSEA	0.050 and Less	0.080 and Less	0,044
GFI	0.90 and High	0.85 and High	0,873
NFI	0.90 and High	0.85 and High	0,939
CFI	0.95 and High	0.90 and High	0,908

As a result of the DFA used to test the suitability of the sustainable competition scale , it was observed that the chi-square ($X^2 / df = 4.659$), RMSEA (0.044), GFI (0.873), NFI(0.939) and CFI(0.908) values calculated for the model were in the appropriate range. Looking at these values, it can be said that the sustainable competition scale has a good fit.

Table 6- Estimated Values of the Sustainable Competitiveness Scale

Dimension	Material	Prediction Value	P value	$\alpha =$ alpha = (0.892)
Differentiation Competitive Advantage	1. Emphasis was placed on establishing close ties between the departments of the business.	,724	***	0,942
	2. It is important to carry out the quality controls of the services of the enterprise intensively and meticulously.	,849	***	
	3. It is important to make innovations in marketing methods and techniques.	,871	***	
	4. Emphasis is placed on creating the identity of the business.	,829	***	
	5. Emphasis is placed on constantly developing new products and services.	,771	***	
	6. It is important to have a widespread customer tracking system.	,811	***	
	7. Emphasis is placed on education, individual and organizational learning.	,710	***	
	8. It has given importance to making great efforts to ensure that the business has a good reputation in the sector.	,732	***	
	9. It is important to spend money above the industry average on activities such as personal selling, advertising, sales promotion, public relations and direct marketing.	,688	***	
	10. Emphasis was placed on improving the existing service.	,798	***	
	11. Particular attention has been paid to providing trained and experienced personnel.	,538	***	
	12. Emphasis was placed on providing services for high-income market segments.	,693	***	
	13. It has been given importance to have a large number of transportation types in the service range.	,542	***	
	14. Importance was given to the marketing of the services we are good at.	,681	***	
Cost Leadership Competitive Advantage	15. In the sector, importance is given to having the lowest service delivery cost per unit.	,881	***	0,824
	16. It was given importance to determine the price below the competitors.	,885	***	
	17. It is important to act together with competitors or other businesses in order to reduce service costs.	,771	***	
	18. Emphasis has been placed on utilizing external resources or business partnerships to control costs.	,459	***	
Strategic Indecision	19. It is important to keep sufficient resources in the bank.	,780	***	0,938
	20. It has been given importance to maintain liquidity (high amount of net working capital-to have money at hand).	,952	***	
	21. It is important to follow the behavior of competitors.	,894	***	
Focus Competitive Advantage	22. Emphasis was placed on providing few/limited services to customers (limiting the product range).	,892	***	0,926
	23. It is focused on serving a specific region only.	,954	***	
	24. Emphasis was placed on providing services for low-income market segments.	,852	***	

*** = P<0.001

The suitability of the 4-dimensional structure of the sustainable competition scale consisting of 24 items for the data set used in this study was examined using CFA and reliability analysis. It is seen that the explanation percentages of all the items that make up the sustainable competition scale are at appropriate values (The lowest value: 0.459,

Highest value: 0.952) and the p values showing the significance of the items were found to be lower than the alpha value ($p < 0.05$). It was observed that the reliability coefficient of the scale was 0.892. Considering this value, it can be said that the sustainable competition scale is quite reliable.

5.7.1.3. Reliability Analysis and Confirmatory Factor Analysis for Business Performance Scale

The scale of business performance used in this research consists of 21 items and 6 dimensions of 21 items. Confirmatory factor analysis (CFA) and reliability analysis, which are statistical analysis methods, were used to examine the adequacy of the items that make up the enterprise performance scale in defining the 6 dimensions of the scale, the reliability of the items, and the significance of the items in defining the dimensions.

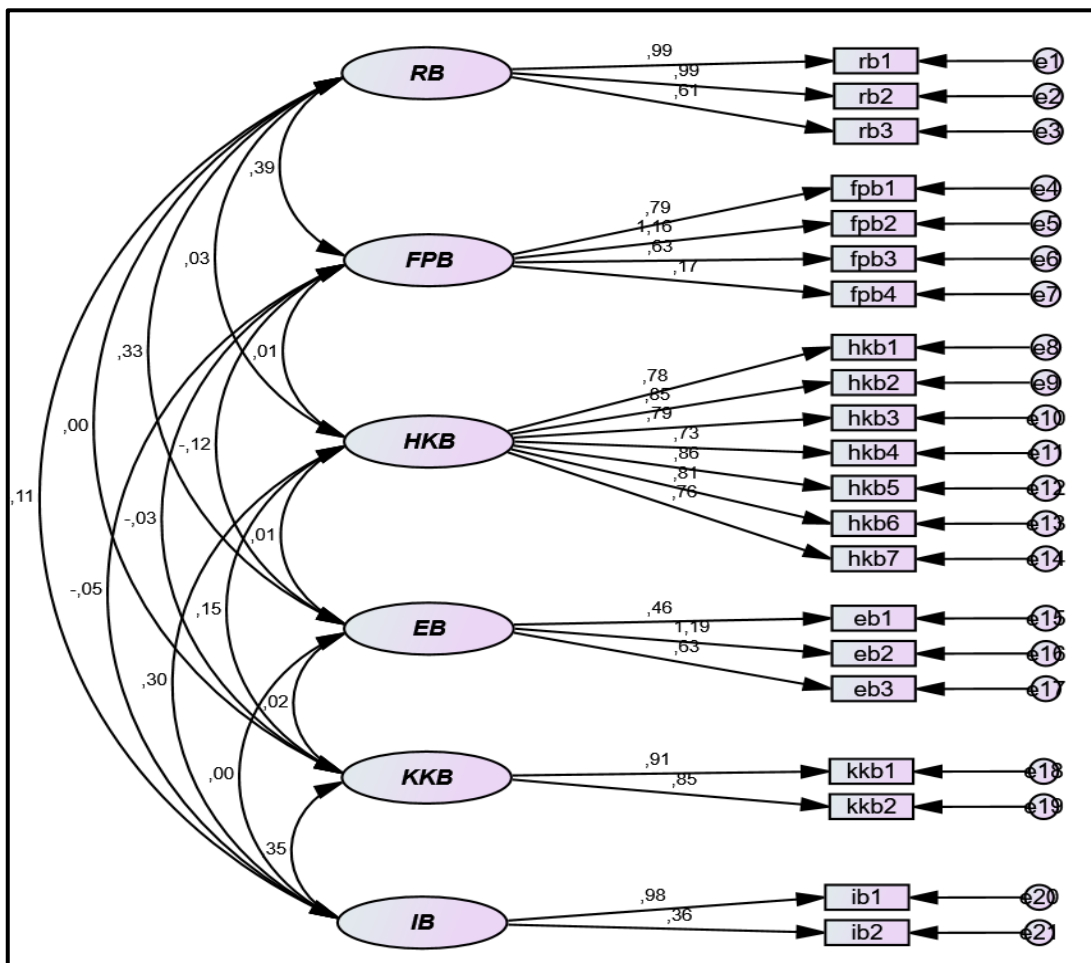


Figure-6 DFA for Business Performance Scale

When we look at the CFA model, which is constructed by using the scale of business performance, it is seen that it consists of 6 dimensions consisting of 21 items. When the business performance dimensions in the model are examined, the competition dimension is “ **RB** ”; financial performance dimension “ **FPB** ”; service quality dimension “ **HKB** ”; flexibility dimension “ **EB** ”; resource usage dimension “ **KKB** ”; The innovation dimension is symbolized by “**IB**”. In the model, it is aimed to represent the competition dimension with 3 items as “rb1, rb2, rb3”. In addition, the error terms (e1, e2, e3) for each item and the explanation percentages for the items are as shown in the model. In the model, it is aimed to represent the financial performance dimension with 4 items as “fpb1, fpb2, fpb3, fpb4”. In addition, the error terms (e4, e5, e6, e7) for each item and the explanation percentages for the items are as shown in the model. In the model, it is aimed to represent the service quality dimension with 7 items as “hkb1, hkb2, ... hkb7”. In addition, the error terms (e8, e9, ...e14) for each item and the explanation percentages for the items are as shown in the model. In the model, it is aimed to represent the flexibility dimension with 3 items as “EB1, EB2, EB3”. In addition, the error terms (e15, e16, e17) for each item and the explanation percentages for the items are as shown in the model. In the model, it is aimed to represent the resource usage dimension with 2 items as “kkb1, kkb2”. In addition, the error terms (e18, e19) for each item and the explanation percentages for the items are as shown in the model. In the model, it is aimed to represent the innovation dimension with 2 items as “ib1, ib2”. In addition, the error terms (e20, e21) for each item and the explanation percentages for the items are as shown in the model.

Table 7- Model Fit Indices for Business Performance Scale

	Good Value	Affordable Value	Calculated Value
X²/sd	Less than 3	Less than 5	4,942
RMSEA	0.050 and Less	0.080 and Less	0,048
GFI	0.90 and High	0.85 and High	0,856
NFI	0.90 and High	0.85 and High	0,914
CFI	0.95 and High	0.90 and High	0,931

As a result of the DFA used to test the suitability of the business performance scale , it was observed that the chi-square ($X^2 / df = 4.942$), RMSEA (0.048), GFI (0.856), NFI(0.914) and CFI(0.931) values calculated for the model were in the appropriate range. By

looking at these values, it can be said that the scale of business performance is convenient.

Table 8- Estimated Values of the Business Performance Scale

Dimension	Material	Predictio n Value	P value	α = alpha = (0.800)
COMPETITI ON SIZE	1.The size of the market share and market share in a competitive environment affects business performance.	,989	***	0,892
	2. Sales growth affects business performance.	,991	***	
	3. Total Customer affect the business performance.	,607	***	
FINANCIAL PERFORMANC E DIMENSION	4. Profitability affects business performance.	,793	***	0,909
	5. Liquidity affects business performance.	,962	***	
	6. Capital structure affects business performance.	,631	***	
	7. Market rates affect business performance.	,168	***	
SERVICE QUALITY SIZE	8. Reliability and fast response affect business performance.	,782	***	0,923
	9. Aesthetics/appearance affect business performance.	,849	***	
	10. It affects cleanliness / tidiness, comfort, operating performance.	,786	***	
	11. Sincerity, communication affects business performance.	,735	***	
	12. Courtesy, competence, reach affect business performance.	,860	***	
	13. Availability affects business performance.	,806	***	
	14. Security affects business performance.	,764	***	
FLEXIBILT Y SIZE	15. Volume flexibility affects business performance.	,463	***	0,765
	16. Delivery speed flexibility affects business performance.	,987	***	
	17. Specification flexibility affects business performance.	,633	***	
WELDING SIZE	18. Efficiency affects business performance.	,911	***	0,873
	19. Efficiency affects business performance.	,851	***	
INNOVATION DIMENSION	20. The performance of the innovation process affects business performance.	,981	***	0,520
	21. The performance of individual innovators affects business performance.	,360	***	
*** = P<0.001				

The suitability of the 6-dimensional structure of the business performance scale consisting of 21 items for the data set used in this study was examined using CFA and reliability analysis. It is seen that the explanation percentages of all the items that make up the scale of business performance are at appropriate values (The lowest value: 0.360 Highest value: 0.989) and the p values showing the significance of the items were found to be lower than the alpha value (p<0.05). It was observed that the reliability

coefficient of the scale was 0.800. Considering this value, it can be said that the scale of business performance is quite reliable.

5.7.2. Frequency Analysis

In this section, variables such as gender, marital status, age, working time and educational status obtained as a result of the survey, etc. Demographic data are presented in tabular form.

Table 9- Frequency Table of Demographic Variables

		Frequency	Percent
Gender	Woman	172	53,1%
	Male	152	46,9%
Marital status	Single	57	17,6%
	The married	163	50,3%
	Other	104	32,1%
Age	21-30	125	38,6%
	31-40	161	49,7%
	41-50	38	11,7%
Operation time	1-6 Years	110	34,0%
	7-12 Years	175	54,0%
	13-18 Years	39	12,0%
Educational Status	Primary education	26	8,0%
	Associate Degree	138	42,6%
	License	121	37,3%
	Degree	39	12,0%

When the table in which demographic variables are summarized is examined, it was observed that 172 of the gender distribution in the sample were female (53.1%) and 152 were male (46.9%). Considering the marital status distribution, it is seen that 163 people are married (50.3%), 57 people are single (47.9%) and 104 people have other (32.1%) marital status. Considering the age distribution, it is seen that there are 125 people (38.6%) between the ages of 21-30, 161 people (49.7%) between the ages of 31-40 and 38 people (11.7%) between the ages of 41-50. Considering the duration of their stay in the institution, it is seen that 110 people (12.0%) have a service period of 1-6 years, 175 people (54.0%) have a service period of 7-12 years, and 39 (12.0%) have a service period of 13-18 years. When the educational status of the participants is examined, it is seen that 26 people (8.0%) have primary education, 138 people (42.6%) have an associate degree, 121 people have undergraduate (37.3%) and 39 people (12.0%) have master's education.

5.7.3. Correlation Analysis

Correlation analysis is an analysis method that allows to determine the size and direction of the relationships between the variables. In the evaluation of the analyses, the values of the correlation coefficients take the lowest value of -1 and the highest value of +1. When the value found as a result of the analysis approaches -1, it is decided that there is a negative strong relationship, when it approaches +1, a positive strong relationship and when it approaches 0, there is no relationship between the variables.

Table 10- Correlation Analysis

	Bonding	Justice	Communication	Differentiation Competitive Advantage	Cost Leadership Competitive Advantage	Strategic Indecision	Focus Competitive Advantage	Competitive Dimension	Financial Performance Dimension	Service Quality Dimension	Flexibility Dimension	Resource Usage Dimension	Innovation Dimension
Bonding	1												
Justice	-,247**	1											
Communication	-,414**	-,130*	1										
Differentiation Competitive Advantage	-,029	,026	-,058	1									
Cost Leadership Competitive Advantage	,015	,428**	-,217**	,065	1								
Strategic Indecision	,384**	-,398**	,350**	,004	,007	1							
Focus Competitive Advantage	-,060	,025	,007	,102	-,005	-,027	1						
Competitive Dimension	,357**	,216**	,189**	,056	,148**	,511**	-,051	1					
Financial Performance Dimension	-,123*	-,073	,052	,010	-,415**	-,287**	,010	,057	1				
Service Quality Dimension	-,049	-,102	,077	,068	,018	,108	,120*	,049	,026	1			
Flexibility Dimension	-,036	,212**	,357**	,021	,251**	,566**	,015	,641**	-,371**	,076	1		
Resource Usage Dimension	,019	,132*	-,065	,005	,159**	-,067	,137*	-,022	-,050	,137*	-,025	1	
Innovation Dimension	-,052	-,088	-,022	,118*	,083	-,011	,161**	-,078	,111*	,274**	-,039	,229**	1

When the correlation coefficients are examined as a result of the correlation analysis applied for the relationship between organizational climate, sustainable competition and business performance, it is seen that the coefficient between flexibility and strategic indecision is 0.566. Looking at this value, it can be said that there is a positive relationship between the related variables. In addition, the correlation coefficient value

between the dimension of competition and strategic indecision was calculated as 0.511. Looking at this value, it can be said that there is a positive relationship between the related variables. In addition to the situation, the correlation coefficient between financial performance and cost leadership was calculated as -0.415, and looking at this value, it is seen that there is a negative relationship between the related variables. Although the results obtained with the correlation analysis show the existence of the relationship between the variables, they do not show the effects of the variables on each other. For this reason, it is useful to examine the regression analysis in order to obtain more detailed information.

5.7.4. Regression Analysis

Regression analyzes are performed to analyze the effect of a dependent variable on one or more independent variables. For the regression analysis, a regression equation is created with the variables that are related to each other. This equation; $Y = \beta_0 + \beta_i X_i + \epsilon_i$ is expressed as $X_i + \epsilon_i$ and X_i represents the independent variable, Y the dependent variable, β_i the coefficient related to the independent variable, ϵ_i the error terms and β_0 the constant coefficient value.

5.7.4.1. Regression Analysis for the Impact of Organizational Climate on Sustainable Competitiveness of Businesses

Table 11- Regression Analysis Table on the Effect of Organizational Climate on Sustainable Competitiveness of Businesses

Organizational Climate	Dimensions	Sustainable Competitiveness of Businesses							
		Differentiation Competitive Advantage		Cost Leadership Competitive Advantage		Strategic Indecision		Focus Competitive Advantage	
		β	P	β	P	β	P	β	P
	Fixed Coefficient	3,514	,000	,945	,001	1,474	,000	3,744	,000
	Bonding	-,276	,328	,179	,260	-,572	,000	-,335	,306
	Justice	,000	,996	,338	,000	-,184	,000	,008	,925
	Communication	-,107	,185	,108	,018	-,563	,000	-,030	,750
	Model Significance Disclosure Percentage	(Sig.) = 0,542 (r^2) = 0,007		(Sig.) = 0,000 (r^2) = 0,461		(Sig.) = 0,000 (r^2) = 0,700		(Sig.) = 0,734 (r^2) = 0,004	

H1: Organizational Climate (connection, justice, communication) affects the sustainable competitiveness of enterprises (differentiation competitive advantage, cost leadership competitive advantage, strategic instability, focus competitive advantage).

H1a: Establishing bonds between employees affects the competitive success of businesses.

H1b: Treating employees fairly affects the competitive success of businesses.

H1c: Communication between employees affects the success of businesses in competition.

H1d: Establishing bonds between employees and cost leadership of businesses affect competitive advantage.

H1e: Treating employees fairly and cost leadership affect the competitive advantage of businesses.

H1f: Communication between employees, cost leadership of enterprises affect the competitive advantage.

H1g: Establishing bonds between employees affects the strategic instability of businesses.

H1h: Treating employees fairly affects the strategic indecision of businesses.

H1j: Communication among employees affects the strategic indecision of enterprises.

H1k: Establishing bonds between employees affects the focus and competitive advantage of businesses.

H1m: Treating employees fairly affects the focus and competitive advantage of businesses.

H1n: Communication among employees affects the competitive advantage of companies.

When the tables obtained as a result of the regression analysis applied to examine the effect of organizational climate on the sustainable competitiveness of enterprises are examined; Models examining the effects of organizational climate factors on differentiation competitive advantage and focus competitive advantage were found to be meaningless (Sig.>0.05 for model significance). In this context, the meaninglessness of regression models means that making comparisons for the relevant variables is also meaningless.

The effects of organizational climate on cost leadership and competitive advantage were found to be significant (sig.<0.05). It has been determined that the hypothesis for linking the organizational climate factors (H1e, p=0.260) was not supported, that is, the relevant variables had no effect on the cost leadership competitive advantage (p>0.05). However, it is seen that the H1 hypothesis is supported for fairness (H1b2, p=0.000) and

communication among employees (H1b3, p=0.018). In other words, it has been determined that the effect of justice and communication between employees on cost leadership competitive advantage is significant. In this context, the regression equation to be created and the variable properties are presented in a table.

Table 12- Regression Equation Symbols and Equivalents for Cost Leadership Competitive Advantage

symbols	Meanings	Corresponding Concept/Value
Y	The dependent variable	Cost Leadership Competitive Advantage
X₁	Independent variable	Justice
X₂	Independent variable	Communication
β₀	Fixed Coefficient	0.945 (from the B values in the table)
β₁; β₂	Coefficient of Independent Variable	0,338; -0,108

The appropriate regression equation will be obtained when the variables and symbol equivalents shown in the table related to the regression equation are substituted in the $Y = \beta_0 + \beta_1 X_1$ equation. In this case, the regression equation to be created using Table 13;

$Y = \beta_0 + \beta_1 X_1 \rightarrow$ Cost Leadership Competitive Advantage = 0.945 + 0.338 Fairness - 0.108 Inter-Employee Communication. When this regression equation is examined;

a) Fairness appears to have a positive effect on cost leadership competitive advantage. As a result of 1 unit increase in fairness values, cost leadership competitive advantage value will increase by 0.338 units. In other words, the cost leadership of justice has a positive 33.8% effect on competitive advantage.

b) Communication; It is seen that companies have a negative effect on cost leadership and competitive advantage. As a result of 1 unit increase in communication values between employees, cost leadership competitive advantage value will decrease by 0.108 units. In other words, it is concluded that communication between employees has a negative 10.8% effect on cost leadership and competitive advantage.

The effects of organizational climate on strategic indecision were found to be significant (sig.<0.05). It is seen that the H1 hypothesis is supported for the factors of organizational climate (H1c1, p=0.000), justice (H1c2, p=0.000) and communication between employees (H1c3, p=0.000). In other words, it has been determined that the

effect of bonding, justice and communication among employees on strategic indecision is significant. In this case, the regression equation to be created using Table 13;

$Y = \beta_0 + \beta_1 X_1 \rightarrow$ Strategic Indecision = -1.474 + 0.572 bonding among employees - 0.184 Justice - 0.563 communication between employees. When this regression equation is examined;

a) Bonding appears to have a negative effect on strategic indecision. As a result of 1 unit increase in bonding values, the strategic instability value will decrease by -0.572 units. In other words, bonding has a negative 57.2% effect on strategic indecision,

b) Justice appears to have a negative effect on strategic indecision. As a result of 1 unit increase in justice values, the strategic indecision value will decrease by 0.184 units. In other words, justice has a negative 18.4% effect on strategic indecision,

c) It is seen that communication between employees has a negative effect on strategic indecision. As a result of 1 unit increase in communication values, the strategic indecision value will decrease by 0.563 units. In other words, it is observed that communication between employees has a negative 56.3% effect on strategic indecision.

5.7.4.2. Regression Analysis for the Impact of Organizational Climate on Business Performance

Table 13- Regression Analysis Table on the Effect of Organizational Climate on Business Performance

organizational climate	Dimensions	Business Performance											
		Rivalry		Financial Performance		Service Quality		Flexibility		Resource Usage		Innovation	
		β	P	β	P	β	P	β	P	β	P	β	P
	Fixed Coefficient	-3,007	,000	2,599	,000	3,782	,000	-,879	,009	2,395	,000	4,055	,000
	Bonding	,692	,000	-,165	,011	-,062	,338	,260	,000	,041	,525	-,121	,061
	Justice	,457	,000	-,118	,046	-,113	,058	,343	,000	,138	,020	-,129	,030
	Communication	,535	,000	-,032	,615	,036	,564	,509	,000	-,030	,631	-,089	,161
Model Significance Disclosure Percentage		(Sig.)=0,000 (r^2) = 0,669		(Sig.)=0,031 (r^2) = 0,165		(Sig.)=0,131 (r^2) = 0,132		(Sig.)=0,000 (r^2) = 0,495		(Sig.)=0,047 (r^2) = 0,145		(Sig.)=0,045 (r^2) = 0,140	

H2: Organizational climate (connection, fairness and communication) affects the performance of the business (competition, financial performance, service quality, flexibility, resource utilization, innovation).

H2a: Establishing bonds between employees and differentiation affect the competitive success of businesses.

H2b: Treating employees fairly affects the differentiation and competitive success of businesses.

H2c: Communication between employees affects the differentiation and competitive success of businesses.

H2d: Establishing bonds between employees affects the financial performance of businesses.

H2e: Treating employees fairly affects the financial performance of businesses.

H2f: Communication between employees affects the financial performance of businesses.

H2g: Establishing bonds between employees affects the service quality of businesses.

H2h: Treating employees fairly affects the service quality of businesses.

H2j: Communication between employees affects the service quality of enterprises.

H2k: Connecting employees affects the flexibility of businesses.

H2m: Treating employees fairly affects the flexibility of businesses.

H2n: Communication between employees affects the flexibility of businesses.

H2o: Establishing bonds between employees has an impact on the resource use of businesses.

H1p: Treating employees fairly has an impact on the resource use of businesses.

H1r: Communication between employees is effective on the resource use of enterprises.

H1s: Establishing bonds between employees has an impact on innovation.

H1t: Treating employees fairly has an impact on innovation.

H1u: Communication between employees is effective on innovation.

When the table values obtained as a result of the regression analysis applied to examine the effect of organizational climate on business performance were examined, it was determined that the models examining the effects of organizational climate factors on service quality (sig.=0.131) were found to be meaningless (Sig.>0.05 for model

significance). In this context, it means that regression models are meaningless and making comparisons for related variables is meaningless.

The effects of organizational climate on competition (sig=0.00) were found significant (sig.<0.05). It is seen that the H1 hypothesis is supported for bonding (H1e1, p=0.000), justice (H1e2, p=0.000) and communication among employees (H1e3, p=0.000) among organizational climate factors (p<0.05). In other words, it has been determined that the effect of bonding, justice and communication among employees on competition is significant. In this case, the regression equation to be created using Table 13;

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 \rightarrow \text{Competition} = -3.007 + 0.692 \text{ bonding} + 0.457 \text{ Justice} + 0.535 \text{ communication between employees}$. When this regression equation is examined;

- a) It is seen that bonding has a positive effect on competition. As a result of 1 unit increase in bonding values, competition value will increase by 0.692 units. In other words, bonding has a positive 69.2% effect on competition,
- b) It is seen that justice has a positive effect on competition. As a result of 1 unit increase in fairness values, competition value will increase by 0.457 units. In other words, justice has a positive effect of 45.7% on competition,
- c) It is seen that communication between employees has a positive effect on competition. As a result of 1 unit increase in communication values, competition value will increase by 0.535 units. In other words, it is observed that communication between employees has a positive 53.5% effect on competition.

The effects of organizational climate on financial performance (sig=0.00) were found significant (sig.<0.05). It is seen that the h1 hypothesis is not supported for communication (H1f3, p=0.615), which is one of the organizational climate factors (p>0.05). However, it is seen that the H1 hypothesis is supported for bonding (H1f1, p=0.000) and fairness (H1f2, p=0.000) (p<0.05). In other words, the effect of bonding and justice on financial performance was found to be significant. In this case, the regression equation to be created using Table 13;

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 \rightarrow \text{Financial Performance} = 2,599 - 0.165 \text{ bonding} - 0.118 \text{ Fairness}$ is created in the form of communication. When this regression equation is examined;

a) It is seen that bonding has a negative effect on financial performance. As a result of 1 unit increase in bonding values, the financial performance value will decrease by 0.165 units. In other words, bonding has a negative 16.5% effect on financial performance.

b) It is seen that fairness has a negative effect on financial performance. As a result of 1 unit increase in fairness values, the financial performance value will decrease by 0.118 units. In other words, justice has a negative 11.8% effect on financial performance.

The effects of organizational climate on flexibility (sig=0.00) were found significant (sig.<0.05). It is seen that the H1 hypothesis is supported for bonding (H1h1, p=0.009), justice (H1h2, p=0.000) and communication (H1h3, p=0.000) factors of organizational climate (p<0.05). In other words, it has been determined that the effect of bonding, justice and communication among employees on flexibility is significant. In this context, the regression equation to be created will be shaped as follows.

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 \rightarrow \text{Flexibility} = -0.879 + 0.260 \text{ bonding} + 0.343 \text{ Justice} + 0.509 \text{ communication}$ between employees. When this regression equation is examined;

a) It appears that bonding has a positive effect on flexibility. As a result of 1 unit increase in bonding values, the elasticity value will increase by 0.260 units. In other words, bonding has a positive 26.0% effect on flexibility,

b) It is seen that justice has a positive effect on flexibility. As a result of 1 unit increase in fairness values, elasticity value will increase by 0.343 units. In other words, justice has a positive 34.3% effect on flexibility,

c) It is seen that communication between employees has a positive effect on flexibility. As a result of 1 unit increase in communication values, the elasticity value will increase by 0.509 units. In other words, it is observed that communication has a positive 50.9% effect on flexibility.

The effects of organizational climate on resource use (sig=0.047) were found to be significant (sig.<0.05). It is seen that the h1 hypothesis is not supported for bonding (H1i1, p=0.525) and communication (H1i3, p=0.631) factors of organizational climate (p>0.05). However, for fairness (H1i2, p=0.020), the H1 hypothesis was supported (p<0.05). In other words, it has been determined that the effect of justice on resource use is significant. In this case, the regression equation to be created using Table 13;

$Y = \beta_0 + \beta_1 X_1 \rightarrow \text{Resource utilization} = 2.395 + 0.138 \text{ Fairness}$. When this regression equation is examined;

a) It is seen that justice has a positive effect on the use of resources. As a result of 1 unit increase in fairness values, resource usage value will increase by 0.138 units. In other words, it is observed that justice has a positive effect of 13.8% on the use of resources.

Organizational climate; their effects on innovation (sig=0.045) were found to be significant (sig.<0.05). It is seen that the h1 hypothesis is not supported for bonding (H1j1, p=0.525) and communication (H1j3, p=0.631) factors of organizational climate (p>0.05). However, H1 hypothesis was supported for fairness (H1j2, p=0.020) (p<0.05). In other words, it has been determined that the effect of justice on innovation is significant. In this case, the regression equation to be created using Table 13;

$Y = \beta_0 + \beta_1 X_1 \rightarrow \text{Innovation} = 2.395 - 0.129 \text{ Created as Justice}$. When this regression equation is examined;

a) It is seen that justice has a negative effect on innovation. As a result of 1 unit increase in fairness values, innovation value will decrease by 0.129 units. In other words, it is observed that justice has a negative effect of 12.9% on innovation.

5.7.5. Anova Analysis

The t-test and one-way analysis of variance (f-test) were used to examine the differences between demographic variables and the scale dimensions of the study. If the alpha value (α) found as a result of the analyzes is smaller than the p value ($\alpha > P > 0.05$), the relevant h1 hypothesis is accepted, in other words, it is decided that the dependent variable differs from the independent variable.

5.7.5.1. T-Test for the Relationship Between Gender and Organizational Climate, Sustainable Competition and Business Performance

Table 14- T-Test Chart for the Relationship Between Gender and Organizational Climate, Sustainable Competition and Business Performance

	Levels	Gender	N	Cover.	t Value	p	Hypothesis
Organizational Climate	Bonding	Woman	172	1,1453	5,058	,000	H3a Accepted
		Male	152	1,0214			
	Justice	Woman	172	1,6841	-6,651	,000	H3b Accepted
		Male	152	2,2346			
	Communication	Woman	172	1,7276	-7,874	,000	H3c Accepted
		Male	152	2,3571			
Sustainable Competition	Differentiation Competitive Advantage	Woman	172	3,0556	1,114	,266	H3d Red
		Male	152	2,9328			
	Cost Leadership Competitive Advantage	Woman	172	1,6759	2,998	,003	H3e Accepted
		Male	152	1,4688			
	Strategic Indecision	Woman	172	2,0174	3,522	,000	H3f Accepted
		Male	152	1,6732			
	Focus Competitive Advantage	Woman	172	3,3566	,353	,724	H3g Red
		Male	152	3,3114			
Business Performance	Competitive Dimension	Woman	172	1,9671	,298	,766	H3h Red
		Male	152	1,9386			
	Financial Performance Dimension	Woman	172	1,8823	4,486	,000	H3j Accepted
		Male	152	1,5082			
	Service Quality Dimension	Woman	172	3,3322	1,385	,167	H3k Red
		Male	152	3,1617			
	Flexibility Dimension	Woman	172	1,6628	-3,052	,002	H3m Accepted
		Male	152	1,9232			
	Resource Usage Dimension	Woman	172	2,9360	-,591	,555	H3n Red
		Male	152	3,0197			
	Innovation Dimension	Woman	172	3,0698	4,128	,000	H3o Accepted
		Male	152	2,5855			

H3a: In terms of the gender variable, there is a difference in bonding.

H3b: In terms of the gender variable, there is a difference in fairness.

H3c: In terms of gender variable, there is a difference in communication between employees.

H3d: In terms of gender variable, there is difference in differentiation competitive advantage.

H3e: In terms of the gender variable, there are differences in cost leadership competitive advantage.

H3f: In terms of the gender variable, there is a difference in strategic ambivalence.

H3g: In terms of the gender variable, there are differences in focus on competitive advantage.

H3h: In terms of the gender variable, there is a difference in the size of competition.

H3j: In terms of the gender variable, there is a difference in the financial performance dimension.

H3k: In terms of gender variable, there is a difference in service quality dimension.

H3m: In terms of the gender variable, there is a difference in the flexibility dimension.

H3n: In terms of gender variable, there is a difference in resource use dimension.

H3o: In terms of the gender variable, there is a difference in the innovation dimension.

When the t-test results of the organizational climate, sustainable competition and the change of business performance by gender are examined;

- Differentiation competitive advantage (H3d, $p=0.266$), focus competitive advantage (H3g, $p=0.724$), competitive dimension (H3h, $p=0.766$), service quality dimension (H3k, $p=0.167$) and resource utilization dimension (H3n, $p=0.555$) hypotheses are not supported, that is, it does not differ according to gender ($p>0.05$).

- Connecting (H3a, $p=0.000$), fairness (H3b, $p=0.000$), communication (H3c, $p=0.000$), cost leadership competitive advantage (H3e, $p=0.003$), strategic indecision (H3f, $p=0.000$), financial performance (H3j, $p=0.000$), flexibility dimension (H3m, $p=0.002$) and innovation dimension (H3o, $p=0.000$), that is, it seems to differ according to gender ($p<0.05$).

5.7.5.2. T-Test for the Relationship Between Age and Organizational Climate, Sustainable Competition and Business Performance

Table 15- T-Test Chart for the Relationship Between Age and Organizational Climate, Sustainable Competition and Business Performance

	Levels	Age	N	Cover.	f Value	p Value	Hypothesis
Organizational Climate	Bonding	21-30	125	1,2220	45,152	,000	H4a Accepted
		31-40	161	1,0016			
		41-50	38	1,0066			
	Justice	21-30	125	1,3040	123,003	,000	H4b Accepted
		31-40	161	2,2671			
		41-50	38	2,6667			
	Communication	21-30	125	1,7211	108,039	,000	H4c Accepted
		31-40	161	2,4818			
		41-50	38	1,0714			
Sustainable Competition	Differentiation Competitive Advantage	21-30	125	3,0206	,054	,948	H4d Red
		31-40	161	2,9823			
		41-50	38	2,9906			
	Cost Leadership Competitive Advantage	21-30	125	1,3820	12,153	,000	H4e Accepted
		31-40	161	1,6661			
		41-50	38	1,8553			
	Strategic Indecision	21-30	125	2,0480	23,489	,000	H4f Accepted
		31-40	161	1,9089			
		41-50	38	1,0000			
	Focus Competitive Advantage	21-30	125	3,3573	,358	,699	H4g Red
		31-40	161	3,2899			
		41-50	38	3,4561			
Business Performance	Competitive Dimension	21-30	125	1,9787	34,107	,000	H4h Accepted
		31-40	161	2,1594			
		41-50	38	1,0000			
	Financial Performance Dimension	21-30	125	1,7680	29,449	,000	H4j Accepted
		31-40	161	1,4829			
		41-50	38	2,4539			
	Service Quality Dimension	21-30	125	3,2606	,144	,866	H4k Red
		31-40	161	3,2671			
		41-50	38	3,1617			
	Flexibility Dimension	21-30	125	1,6640	37,600	,000	H4m Accepted
		31-40	161	2,0642			
		41-50	38	1,0000			
	Resource Usage Dimension	21-30	125	2,8520	1,453	,235	H4n Red
		31-40	161	3,0093			
		41-50	38	3,2368			
Innovation Dimension	21-30	125	2,9880	6,561	,002	H4o Accepted	
	31-40	161	2,6398				
	41-50	38	3,2237				

H4a: In terms of the age variable, there is a difference in bonding.

H4b: In terms of the age variable, there is a difference in fairness.

H4c: In terms of age variable, there is a difference in communication between employees.

H4d: In terms of age variable, there is difference in differentiation competitive advantage.

H4e: In terms of the age variable, there are differences in cost leadership competitive advantage.

H4f: In terms of the age variable, there is a difference in strategic indecision.

H4g: In terms of the age variable, there are differences in focus on competitive advantage.

H4h: In terms of the age variable, there are differences in the size of competition.

H4j: In terms of the age variable, there is a difference in the dimension of financial performance.

H4k: In terms of age variable, there is a difference in service quality dimension.

H4m: In terms of the age variable, there are differences in the size of flexibility.

H4n: In terms of the age variable, there is a difference in the size of resource use.

H4o: In terms of the age variable, there is a difference in the innovation dimension.

When the f-test results of the organizational climate, sustainable competition and the change of business performance according to age are examined;

- The hypotheses regarding differentiation competitive advantage (H4d, $p=0.948$), focus competitive advantage (H4g, $p=0.699$), service quality dimension (H4k, $p=0.866$) and resource utilization dimension (H4n, $p=0.235$) were not supported, namely Age It is seen that it does not change according to the criteria ($p>0.05$).

- Connecting (H4a, $p=0.000$), fairness (H4b, $p=0.000$), communication (H4c, $p=0.000$), cost leadership competitive advantage (H4e, $p=0.000$), strategic indecision (H4f, $p=0.000$) , competitiveness (H4h, $p=0.000$), financial performance (H4j, $p=0.000$), flexibility dimension (H4m, $p=0.000$) and innovation dimension (H4o, $p=0.002$). ($p<0.05$).

5.7.5.3. F-Test for the Relationship Between Educational Status and Organizational Climate, Sustainable Competition and Business Performance

Table 16- F-Test Table for the Relationship Between Educational Status and Organizational Climate, Sustainable Competition and Business Performance

Organizational Climate	Levels	Educational Status	N	Cover.	f Value	p Value	Hypothesis
	Organizational Climate	Bonding	Primary	26	1,1250	22,228	,000
Associate			138	1,0036			
License			121	1,2025			
Degree			39	1,0000			
Justice		Primary	26	2,0000	26,252	,000	H5b Accepted
		Associate	138	2,0386			
		License	121	2,1240			
		Degree	39	1,0000			
Communication		Primary	26	1,9505	21,862	,000	H5c Accepted
		Associate	138	1,9845			
		License	121	1,8099			
		Degree	39	2,8681			
Sustainable Competition	Differentiation Competitive Advantage	Primary	26	2,8709	,837	,474	H5d Red
		Associate	138	3,0269			
		License	121	3,0561			
		Degree	39	2,8004			
	Cost Leadership Competitive Advantage	Primary	26	1,8077	4,289	,005	H5e Accepted
		Associate	138	1,5942			
		License	121	1,6074			
		Degree	39	1,2821			
	Strategic Indecision	Primary	26	1,5000	58,104	,000	H5f Accepted
		Associate	138	1,3188			
		License	121	2,2837			
		Degree	39	2,6667			
Focus Competitive Advantage	Primary	26	3,6026	,720	,540	H5g Red	
	Associate	138	3,3671				
	License	121	3,2755				
	Degree	39	3,2308				
Business Performance	Competitive Dimension	Primary	26	1,1667	142,893	,000	H5h Accepted
		Associate	138	1,6860			
		License	121	2,7355			
		Degree	39	1,0000			
	Financial Performance Dimension	Primary	26	1,0096	52,055	,000	H5j Accepted
		Associate	138	2,1703			
		License	121	1,5434			
		Degree	39	1,0385			
	Service Quality Dimension	Primary	26	2,7418	2,202	,088	H5k Red
		Associate	138	3,2805			
		License	121	3,2763			
		Degree	39	3,4176			
	Flexibility Dimension	Primary	26	1,5000	72,866	,000	H5m Accepted
		Associate	138	1,3188			
		License	121	2,4160			
		Degree	39	1,6667			
	Resource Usage Dimension	Primary	26	3,3462	,935	,424	H5n Red
		Associate	138	2,9891			
License		121	2,9174				
Degree		39	2,8590				
Innovation Dimension	Primary	26	3,0385	3,097	,027	H5o Accepted	
	Associate	138	3,0181				
	License	121	2,6612				
	Degree	39	2,6538				

H5a: In terms of Educational Status variable, there is a difference in bonding.

H5b: In terms of Educational Status variable, there is a difference in justice.

H5c: In terms of Educational Status variable, there is a difference in communication between employees.

H5d: In terms of Educational Status variable, there is difference in differentiation competitive advantage.

H5e: In terms of Education Status variable, there is a difference in cost leadership competitive advantage.

H5f: In terms of Educational Status variable, there is a strategic indecision difference.

H5g: In terms of Educational Status variable, there is a focus on competitive advantage differs.

H5h: In terms of Educational Status variable, there is a difference in the size of competition.

H5j: In terms of Educational Status variable, there is a difference in the financial performance dimension.

H5k: In terms of Educational Status variable, there is a difference in service quality dimension.

H5m: In terms of Educational Status variable, there is a difference in the flexibility dimension.

H5n: In terms of Educational Status variable, there is a difference in resource usage dimension.

H5o: In terms of Educational Status variable, there is a difference in the innovation dimension.

When the f-test results are examined, the change of organizational climate, sustainable competition and business performance according to educational status;

- The hypotheses regarding differentiation competitive advantage (H5d, $p=0.474$), focus competitive advantage (H5g, $p=0.540$), service quality dimension (H5k, $p=0.088$) and resource utilization dimension (H15n, $p=0.424$) were not supported, namely education It is seen that it does not change according to the condition ($p>0.05$).

- Connecting (H5a, $p=0.000$), fairness (H5b, $p=0.000$), communication (H5c, $p=0.000$), cost leadership competitive advantage (H5e, $p=0.005$), strategic indecision (H5f, $p=0.000$) competition size (H5HA, $p = 0.000$), financial performance (H5j, $p = 0.000$), flexibility in size (H5m, $p = 0.000$) and innovation dimension (H5O, $p = 0.027$) support the hypothesis about that so that vary by education level observed ($p<0.05$).

5.7.5.4. T-Test for the Relationship Between Marital Status and Organizational Climate, Sustainable Competition and Business Performance

Table17- T-Test Chart for the Relationship Between Marital Status and Organizational Climate, Sustainable Competition and Business Performance

Levels	marital status	N	Cover.	f Value	p Value	Hypothesis	
Organizational Climate	Bonding	single	57	1,0000	25,978	,000	H6a Accepted
		The	163	1,1718			
		Other	104	1,0024			
	Justice	single	57	2,1930	153,794	,000	H6b Accepted
		The	163	1,4131			
		Other	104	2,6346			
	Communication	single	57	2,0125	,097	,907	H6c Red
		The	163	2,0088			
		Other	104	2,0508			
Sustainable Competition	Differentiation Competitive Advantage	single	57	3,0664	,164	,849	H6d Red
		The	163	2,9842			
		Other	104	2,9821			
	Cost Leadership Competitive Advantage	single	57	1,9167	20,301	,000	H6e Accepted
		The	163	1,6304			
		Other	104	1,3125			
	Strategic Indecision	single	57	1,8070	33,072	,000	H6f Accepted
		The	163	2,1902			
		Other	104	1,3590			
Focus Competitive Advantage	single	57	3,2515	,443	,643	H6g Red	
	The	163	3,3129				
	Other	104	3,4167				
Business Performance	Competitive Dimension	single	57	2,6023	24,733	,000	H6h Accepted
		The	163	1,7382			
		Other	104	1,9359			
	Financial Performance Dimension	single	57	1,8202	64,174	,000	H6j Accepted
		The	163	1,3236			
		Other	104	2,2452			
	Service Quality Dimension	single	57	3,3985	1,226	,295	H6k Red
		The	163	3,2813			
		Other	104	3,1264			
	Flexibility Dimension	single	57	2,6023	49,715	,000	H6m Accepted
		The	163	1,6564			
		Other	104	1,5385			
Resource Usage Dimension	single	57	2,9298	,168	,845	H6n Red	
	The	163	2,9540				
	Other	104	3,0337				
Innovation Dimension	single	57	2,8509	,603	,548	H6o Red	
	The	163	2,8988				
	Other	104	2,7500				

H6a: In terms of the marital status variable, there is a difference in bonding.

H6b: In terms of the marital status variable, there is a difference in justice.

H6c: In terms of marital status variable, there is a difference in communication between employees.

H6d: In terms of marital status variable, there is difference in differentiation competitive advantage.

H6e: In terms of the marital status variable, there are differences in cost leadership competitive advantage.

H6f: In terms of marital status variable, there is strategic indecision difference.

H6g: In terms of the marital status variable, there is a focus on competitive advantage differs.

H6h: In terms of the marital status variable, there is a difference in the size of competition.

H6j: In terms of marital status variable, there is a difference in financial performance dimension.

H6k: In terms of marital status variable, there is a difference in service quality dimension.

H6m: In terms of the marital status variable, there are differences in the extent of flexibility.

H6n: In terms of marital status variable, there is a difference in resource utilization dimension.

H6o: In terms of marital status variable, there is difference in innovation dimension.

When the f-test results are examined, the change of organizational climate, sustainable competition and business performance according to marital status;

- Communication (H6c , $p=0.907$), differentiation competitive advantage (H6d, $p=0.849$), focus competitive advantage (H6g, $p=0.643$), service quality dimension (H6k, $p=0.295$), resource utilization dimension (H6n, $p=0,845$) and the innovation dimension (H6o, $p=0,548$) were not supported, that is, they did not differ according to marital status ($p>0.05$).

- Connecting (H6a, $p=0.000$), fairness (H6b, $p=0.000$), cost leadership competitive advantage (H6e, $p=0.000$), strategic indecision (H6f, $p=0.000$), competitive dimension (H6h, $p=0.000$)), financial performance (H6j, $p=0.000$), flexibility dimension (H6m, $p=0.000$) support hypotheses, that is, it varies according to marital status ($p<0.05$).

5.7.5.5. F-Test for the Relationship Between Working Time and Organizational Climate, Sustainable Competition and Business Performance

Table 18- F-Test Chart for the Relationship Between Working Time and Organizational Climate, Sustainable Competition and Business Performance

Organizational Climate	Levels	Operation time	N	Cover.	f Value	p Value	Hypothesis
	Organizational Climate	Bonding	1-6 Years	109	1,2271	38,010	,000
7-12 Years			176	1,0199			
13-18 Years			39	1,0000			
Justice		1-6 Years	109	1,8073	55,001	,000	H7b Accepted
		7-12 Years	176	2,2348			
		13-18 Years	39	1,0000			
Communication		1-6 Years	109	1,5557	59,376	,000	H7c Accepted
		7-12 Years	176	2,1250			
		13-18 Years	39	2,8681			
Sustainable Competition	Differentiation Competitive Advantage	1-6 Years	109	3,0301	,884	,414	H7d Red
		7-12 Years	176	3,0219			
		13-18 Years	39	2,8004			
	Cost Leadership Competitive Advantage	1-6 Years	109	1,6078	5,098	,007	H7e Accepted
		7-12 Years	176	1,6264			
		13-18 Years	39	1,2821			
	Strategic Indecision	1-6 Years	109	2,1835	52,006	,000	H7f Accepted
		7-12 Years	176	1,4735			
		13-18 Years	39	2,6667			
	Focus Competitive Advantage	1-6 Years	109	3,3456	,184	,832	H7g Red
		7-12 Years	176	3,3523			
		13-18 Years	39	3,2308			
Business Performance	Competitive Dimension	1-6 Years	109	2,1040	33,057	,000	H7h Accepted
		7-12 Years	176	2,0720			
		13-18 Years	39	1,0000			
	Financial Performance Dimension	1-6 Years	109	2,0940	36,113	,000	H7j Accepted
		7-12 Years	176	1,6151			
		13-18 Years	39	1,0385			
	Service Quality Dimension	1-6 Years	109	3,2477	,516	,597	H7k Red
		7-12 Years	176	3,2183			
		13-18 Years	39	3,4176			
	Flexibility Dimension	1-6 Years	109	1,6361	4,500	,012	H7m Accepted
		7-12 Years	176	1,9034			
		13-18 Years	39	1,6667			
	Resource Usage Dimension	1-6 Years	109	2,9954	,186	,831	H7n Red
		7-12 Years	176	2,9886			
		13-18 Years	39	2,8590			
Innovation Dimension	1-6 Years	109	3,0321	2,735	,066	H7o Red	
	7-12 Years	176	2,7670				
	13-18 Years	39	2,6538				

H7a: In terms of the working time variable, there is a difference in bonding.

H7b: In terms of the working time variable, there is a difference in fairness.

H7c: In terms of working time variable, there is a difference in communication between employees.

H7d: In terms of working time variable, there is difference in differentiation competitive advantage.

H7e: In terms of the working time variable, there are differences in cost leadership competitive advantage.

H7f: In terms of the working time variable, there is a difference in strategic indecision.

H7g: In terms of the working time variable, there is a focus on competitive advantage differs.

H7h: In terms of the working time variable, there are differences in the size of the competition.

H7j: In terms of the working time variable, there is a difference in the financial performance dimension.

H7k: In terms of the working time variable, there is a difference in the service quality dimension.

H7m: In terms of the working time variable, there are differences in the flexibility dimension.

H7n: In terms of uptime variable, there is a difference in resource usage dimension.

H7o: In terms of the working time variable, there is a difference in the innovation dimension.

When the f-test results are examined, the change in organizational climate, sustainable competition and business performance according to working time;

- Differentiation competitive advantage (H7d, $p=0.414$), focus competitive advantage (H7g, $p=0.832$), service quality dimension (H7k, $p=0.597$), resource utilization dimension (H7n, $p=0.831$) and innovation dimension (H7o, $p=0.066$), it is seen that the hypotheses about the study were not supported, that is, it did not change according to the study period ($p>0.05$).

- Connecting (H7a, $p=0.000$), fairness (H7b, $p=0.000$), communication (H7c, $p=0.000$), cost leadership competitive advantage (H7e, $p=0.007$), strategic indecision (H7f, $p=0.000$), competition dimension (H7h, $p=0.000$), financial performance (H7j, $p=0.000$), flexibility dimension (H7m, $p=0.012$), that is, it seems to vary according to working time ($p<0.05$).

5.8. Argument

Comparisons of the findings of the analyzes made using the survey data for this research and the findings of the previous research can be listed as follows;

As a result of the regression analysis, organizational climate dimensions (justice and communication); It has been determined that it has an effect on the dimension of sustainable competitiveness (cost leadership competitive advantage). In the same direction in the study of İnce (2006), in the business world where competition is spreading rapidly; It has been stated that companies that implement strong company philosophies, good communication climate and strategies can survive in the competition thanks to their employees.

As a result of the regression analysis, organizational climate dimensions (justice and communication); It has been determined that it has an effect on the dimension of sustainable competitiveness (strategic indecision). Taşkın and Dilek, (2010, p.38) in their work; It has been argued that it is necessary to establish communication between employees, employee satisfaction, trust and therefore employee loyalty in order for organizations to gain competitive advantage. By building trust, enriching social capital, increasing employee participation and improving information sharing for employees; It has been stated that it can enable strategic decisions to be taken effectively. In addition, Anthony, Perrewe, and Kacmar (1996) are in the same line; Emphasizing the importance of communication between employees, they emphasized the benefits of a good organizational climate. It has been stated that in the organizational climate where there are efficient employees, participatory employees will increase and thus strategic decisions will yield more successful results.

As a result of the regression analysis, organizational climate dimensions (justice and communication); It has been determined that it has an effect on the dimension of sustainable competitiveness (competition). Diesel and Scheepers, (2019: 1786) in his works; They stated that the organizational climate affects the motivations and working attitudes of the employees and the competitiveness of the enterprises, and from this point of view, the organizational climate is one of the basic elements of competition. In addition, Karakaya et al. (2016: 49-50) as a result of their t test; It was stated that the

mean score of both of the factors of bonding ($t=5.032$, $p<0.01$) and fairness ($t=6.124$, $p<0.01$) are effective predictors of competition.

As a result of the regression analysis, organizational climate dimensions (connection and justice); It has been determined that the dimensions of sustainable competitiveness have an effect on financial performance. Sümer (2012) stated in his study that organizational climate does not have a direct effect on the performance of enterprises. On the other hand, it has been stated that the competitive strategy affects the performance of the enterprises in terms of quality and innovation. In addition, it was stated that flexibility and cost do not make a big difference in terms of competition and focusing strategies do not affect business performance positively.

As a result of the regression analysis, organizational climate dimensions (justice and communication); It has been determined that it has an effect on the dimension of sustainable competitiveness (flexibility). Sökmen, Şahal, and Söylemez (2015) are in the same direction in their studies; It has been determined that the organizational climate dimensions of justice and bonding have a positive effect on competition.

As a result of the regression analysis, organizational climate dimensions (justice); It has been determined that it has an effect on the dimension of sustainable competitiveness (resource use). Korkmaz and Bağcı, (2020) 7, in their study, the dimensions of justice, innovation and bonding, which are the sub-dimensions of organizational climate; They stated that it affects the job satisfaction of the employees and the competitiveness of the enterprises positively. Recognizing that justice is practiced under all circumstances and employees are valued, making the sense of unity felt within the organization, giving employees a say in the decisions being taken, being open to innovations; It is stated that it is very important in terms of providing a positive organizational climate and ensuring competitive success.

As a result of regression analysis, organizational climate dimensions (justice); It has been determined that it has an effect on the dimension of sustainable competitiveness (innovation). Equalti and Erdem, (2017), in their research; harmony between individuals and the organization in a positive organizational climate, fair treatment of employees; They stated that it positively affects organizational innovation and competitive success among businesses.

As a result of the analyzes made for this study, among the dimensions of organizational climate, sustainable competition and business performance according to the educational status of individuals; a) It is determined that there is no difference in terms of differentiation competitive advantage, focus competitive advantage, service quality, resource use, b) There are differences in terms of bonding between employees, justice, communication, cost leadership, competitive advantage, strategic indecision, competition, financial performance, flexibility, innovation. has been done. In Gneezy et al (2003: 1074) in their study; According to their study on the relationship between sustainable competition dimensions and gender; It has been stated that men show higher performance than women in a competitive environment. Again, Moely, Wile and Skarin (1979: 329) and Conti et al (2001: 1273), it is stated that when men and women are in competition, men have come to the conclusion that they outperform women.

As a result of the analyzes, according to the age of the individuals, among the dimensions of organizational climate, sustainable competition and business performance; It has been determined that there is no difference in terms of differentiation competitive advantage, focus competitive advantage, service quality, resource use, b) There are differences in terms of bonding, justice, communication, cost leadership competitive advantage, strategic instability, competition, financial performance, flexibility, innovation. Adams and Ferreira (2009: 291) in their research; According to their study on the relationship between business performance dimensions and age, they found a negative relationship between business performance and age diversity. Dulkadir's (2012: 26) in his study; reported that the use of institutional resources to increase business performance is higher in younger individuals.

As a result of the analyzes, according to the educational status of the individuals, among the dimensions of organizational climate, sustainable competition and business performance; It has been determined that there is no difference in terms of differentiation competitive advantage, focus competitive advantage, service quality, resource use, b) There are differences in terms of bonding, justice, communication, cost leadership competitive advantage, strategic instability, competition, financial performance, flexibility, innovation. On the other hand, Bakırcı (2016: 80) in his study; concluded that there is a significant difference between individuals in terms of educational status variable and performance and competition. As a result, it was stated

that undergraduate and graduate graduates performed less in business performance factor compared to other educational status variables and they were less competitive in terms of competition. Contrary to this result, Özgör (2008: 133), according to; In his study, he concluded that there is no significant difference between the education level variable and employee performances.

As a result of the analyzes, according to the educational status of the individuals, among the dimensions of organizational climate, sustainable competition and business performance; a) There is no difference in terms of communication, differentiation competitive advantage, focus competitive advantage, service quality, resource use, b) There are differences in terms of fairness, cost leadership, competitive advantage, strategic indecision, competition, financial performance, flexibility, innovation. Gök's (2009: 598) in his study; between marital status and organizational climate sub-dimensions; concluded that there was no statistically significant difference. Again Bee (2011: 95) concluded that marital status does not affect the organizational climate. However, when the sub-dimensions of organizational climate were examined, it was stated that there were significant differences according to marital status.

As a result of the analyzes, according to the educational status of the individuals, among the dimensions of organizational climate, sustainable competition and business performance; a) There is no difference in terms of differentiation competitive advantage, focus competitive advantage, service quality, resource use and innovation, b) There are differences in terms of bonding, justice, communication, cost leadership competitive advantage, strategic indecision, competition, financial performance, flexibility. Bee's (2011: 94). It was found that there was no difference in terms of gender, age, education level and working time at the workplace.

5.9. Conclusion And Recommendations

The conclusions and recommendations regarding the analyzes made using the survey data for this research can be listed as follows;

The understanding of justice and good communication practices, which are among the organizational climate factors, increase the competitive advantage of the enterprises. Everyone does their best in an environment where the deserving wins, and in the end;

employees are motivated, the business becomes profitable and customer satisfaction can increase. As a suggestion; bonding, justice and communication practices for employees in order to ensure sustainable competitiveness in an organizational climate; Continuing in the best way would be beneficial. In this context, the corporate approach of managers; It can also increase the effectiveness and performance of the employees, their productivity and the use of resources.

As the justice applied in the enterprises increases, the satisfaction of the employees and their participation in the decisions increase and strategic decisions can be made more effectively. Exhibiting fair approaches in decisions to be made, acting as necessary and being impartial make it easier to make strategic decisions together and quickly. In other words, being able to distinguish between work relationships and friends or emotional relationships leads to reductions in strategic indecision. The decrease in communication between employees has the opposite effect, and as communication between employees decreases, it becomes more likely to be hesitant about strategic decisions that need to be made. As a suggestion; In order for strategic decisions to be made more effectively, fair behaviors towards all employees in enterprises should be constantly improved, employee satisfaction should be increased and their participation in decisions should be increased.

The competitive environment is often a challenging but progressive process. Organizational climate of employees competing for a purpose; In order to cope with one or more competitors in the market, they need to apply different strategies. As a suggestion; Satisfaction of employees in an organizational climate can increase their motivation, increase service quality, positively affect customer satisfaction and increase the profitability of the business.

With the increase in communication between employees, it ensures that flexibility in many areas such as the agreements to be made between institutions or individuals and the duration of the products to be delivered can be tolerated. As a suggestion; non-discrimination among employees, fairness, good communication; It can increase the performance of employees and the competitiveness of the business.

As a result of the analyzes examining the changes by gender, it is seen that men have higher averages in justice, communication and flexibility than women. However, it has

been determined that women have higher averages than men in bonding, cost leadership, competitive advantage, strategic indecision and innovation. As a suggestion; without gender discrimination in enterprises, giving women and men employees the same level of authority, encouraging them, enabling them to participate in decisions, providing trainings; It can provide significant benefits to businesses in terms of innovation and competition.

As a result of the analyzes examining the changes according to the working time, while bonding was high in the first years, it decreased over time. Both the generational difference and the sufficient ties previously established may be the reason for this situation. It is seen that communication is low in the first years and increases in communication as the working time increases. With the increase in work experience and experience, it is a desired result to increase interpersonal communication and to act more professionally in the professional field, even if there are personal problems. As the age of the employees increases, it may cause a decrease in the desires such as satisfaction, competition, communication and bonding. On the other hand, with increasing age, work experience, good earnings, increase in social welfare; It can bring about the fact that employees enjoy their jobs, improve communication, solve problems more easily, reduce indecision, and enjoy life more. As a suggestion, supporting the career development of the employees, rewarding their success, encouraging innovation studies, increasing their authority and responsibilities can make significant contributions to both the success of the employees and the productivity of the enterprises.

In the study, it was concluded that there is a significant difference between individuals in terms of educational status variable and performance and competition. Providing continuous training within the enterprise in order to increase the performance of the employees of the enterprise, providing financial support to the efforts of increasing careers, encouraging postgraduate education; It can increase the productivity of employees and make positive contributions to the performance of businesses.

As a result of the analyzes examining the changes according to the situation, it was seen that the flexibility, competition, cost leadership, and justice values of singles are higher than those of married people. As a suggestion; The responsibility of family life and the

time that needs to be allocated to the family can enable single people to be ahead in flexibility and competitiveness.

With the aim of increasing the benefits and validity of research results; in future research; by expanding the study area, an application can be made on the basis of a region, country or countries. In addition to organizational climate, competition, business performance scales, the data scope of the study can be expanded by adding different scales such as theorization, innovation, and entrepreneurship. The sectors in which the research is applied can be moved from tourism to other fields. In addition to strategic management and crisis management, additions can be made to the subject content, which can be increased by including participants, employees and consumers, from dimensions such as innovation, technological developments, institutionalization, and corporate image.

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ATTACHMENTS

SURVEY FORM

To Whom It May Concern,

The questionnaire prepared in the appendix is about the graduate study titled “Effects of Organizational Climate on Sustainable Competitiveness and Performance of Enterprises: Tourism Enterprises Example”. The questionnaire does not contain any specific information about you, and there are general questions. Therefore, your answers are very important for the results of the study to be beneficial to the relevant researchers, institutions and organizations. Thank you very much for your objective, sincere answers and valuable contributions.

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Annex-A Personal Information

(Please tick the little box next to the answer.)

1. Gender Status

a Female b Male

2. Your Age Range

a 21-30 b 31-40 c 41-50 d 51 years and older

3. Your Education Status

a Primary education b Associate degree c Undergraduate d Master e Doctorate

4. Your Marital Status

A Single b Married c Other

5. Your Working Time in Your Business

a 1-6 years b 7-12 years c 13-18 years d 18 years and above.

Annex -B Organizational Climate Scale

The questionnaire below consists of 3 dimensions and 15 questions in order to measure the organizational climate. These questions are; 1-strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree, 5-strongly agree.					
	I strongly disagree	I do not agree	I'm undecided	I agree	Absolutely I agree
	1	2	3	4	5
LINKING					
16. Employees in our company are in close contact with each other.					
17. Employees in our company care a lot about each other's perspectives.					
18. The teamwork feelings of our employees are very strong.					
19. Employees in our company are in close cooperation with each other.					
ADALET					
20. I trust my manager's evaluations.					
21. The goals given to me in our business are logical.					
22. My manager does not grant privileges to any employee.					
CONTACT					
23. The information necessary to do my job in our business is communicated clearly and objectively.					
24. Changes to our business are announced and announced in advance.					
25. The number of business meetings held in our business is enough to keep people informed about what's going on where I work.					
26. In our business, I spend little time selecting information from different communication picture channels.					
27. In our company, information is distributed equally to all employees.					
28. Communication in our business is completely mutual. There is no need to worry about any surprise or unexpected reaction.					
29. I obtain the information necessary to perform my activities adequately from other parts of our business.					
30. The communication network in our business is fast and effective.					

Annex -C Sustainable Competitiveness Scale

The following statements have been prepared to identify Enterprise Resource Planning. Please evaluate the following statements by placing an X in the appropriate places. In your preferences; 1, Strongly Disagree; 2, Disagree; 3, I'm undecided; 4, Agree; 5 stands for Strongly Agree options.	I strongly disagree	I do not agree	What I Agree or Disagree	I agree	Absolutely I agree
DIFFERENTIATION COMPETITIVENESS					
25. Emphasis was placed on establishing close ties between the departments of the business.	1	2	3	4	5
26. It is important to carry out the quality controls of the services of the enterprise intensively and meticulously.	1	2	3	4	5
27. It is important to make innovations in marketing methods and techniques.	1	2	3	4	5
28. Emphasis is placed on creating the identity of the business.	1	2	3	4	5
29. Emphasis is placed on constantly developing new products and services.	1	2	3	4	5
30. It is important to have a widespread customer tracking system.	1	2	3	4	5
31. Emphasis is placed on education, individual and organizational learning.	1	2	3	4	5
32. It has given importance to making great efforts to ensure that the business has a good reputation in the sector.	1	2	3	4	5
33. It is important to spend money above the industry average on activities such as personal selling, advertising, sales promotion, public relations and direct marketing.	1	2	3	4	5
34. Emphasis was placed on improving the existing service.	1	2	3	4	5
35. Particular attention has been paid to providing trained and experienced personnel.	1	2	3	4	5
36. Emphasis was placed on providing services for high-income market segments.	1	2	3	4	5
37. It has been given importance to have a large number of transportation types in the service range.	1	2	3	4	5
38. Importance was given to the marketing of the services we are good at.	1	2	3	4	5
COST LEADERSHIP COMPETITIVENESS					
39. In the sector, importance is given to having the lowest service delivery cost per unit.	1	2	3	4	5
40. It was given importance to determine the price below the competitors.	1	2	3	4	5
41. It is important to act together with competitors or other businesses in order to reduce service costs.	1	2	3	4	5
42. Emphasis has been placed on utilizing external resources or business partnerships to control costs.	1	2	3	4	5
STRATEGIC INTERACTION					
43. It is important to keep sufficient resources in the bank.	1	2	3	4	5
44. It has been given importance to maintain liquidity (high amount of net working capital-to have money at hand).	1	2	3	4	5
45. It is important to follow the behavior of competitors.	1	2	3	4	5
FOCUS COMPETITIVENESS					
46. Emphasis was placed on providing few/limited services to customers (limiting the product range).	1	2	3	4	5
47. It is focused on serving a specific region only.	1	2	3	4	5
48. Emphasis was placed on providing services for low-income market segments.	1	2	3	4	5

Annex -D Business Performance

The following statements have been prepared to determine business performance. Please evaluate the following statements by placing an X in the appropriate places. In your preferences; 1, Strongly Disagree; 2, Disagree; 3, I'm undecided; 4, Agree; 5 stands for Strongly Agree options.					
	I strongly disagree	I do not agree	I'm undecided	I agree	Absolutely I agree
	1	2	3	4	5
COMPETITION SIZE					
49. The size of the market share and market share in a competitive environment affects business performance.	1	2	3	4	5
50. Sales growth affects business performance.	1	2	3	4	5
51. Total Customer affect the business performance.	1	2	3	4	5
FINANCIAL PERFORMANCE DIMENSION					
52. Profitability affects business performance.	1	2	3	4	5
53. Liquidity affects business performance.	1	2	3	4	5
54. Capital structure affects business performance.	1	2	3	4	5
55. Market rates affect business performance.	1	2	3	4	5
SERVICE QUALITY SIZE					
56. Reliability and fast response affect business performance.	1	2	3	4	5
57. Aesthetics/appearance affect business performance.	1	2	3	4	5
58. It affects cleanliness / tidiness, comfort, operating performance.	1	2	3	4	5
59. Sincerity, communication affects business performance.	1	2	3	4	5
60. Courtesy, competence, reach affect business performance.	1	2	3	4	5
61. Availability affects business performance.	1	2	3	4	5
62. Security affects business performance.	1	2	3	4	5
FLEXIBILITY SIZE					
63. Volume flexibility affects business performance.	1	2	3	4	5
64. Delivery speed flexibility affects business performance.	1	2	3	4	5
65. Specification flexibility affects business performance.	1	2	3	4	5
WELDING SIZE					
66. Efficiency affects business performance.	1	2	3	4	5
67. Efficiency affects business performance.	1	2	3	4	5
INNOVATION DIMENSION					
68. The performance of the innovation process affects business performance.	1	2	3	4	5
69. The performance of individual innovators affects business performance.	1	2	3	4	5