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VERITAS

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LANGUAGE POLICY:

Veritas is an English Language publication and the Editorial Board aims to ensure that contributors use grammatically correct and idiomatically appropriate English language. However, for many of our contributors English is a second and even third language and from time to time a strict language policy is modified to ensure that good articles are not excluded simply because they do not meet the highest English standards. We also hold it to be important that material be not over edited, providing its message is considered to be clear to the majority of our readers. The general objective that ***Veritas*** is to create conditions whereby all informed persons are able to contribute to the ongoing debates, regardless of their English language competence and their lack of familiarity with accepted journal protocols.

****Veritas*** is Latin for truth, reality.

VERITAS

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There are 40 Elections that will Shape Global Politics in 2024

Photo: https://www.nla.gov.au

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EDITORIAL: JOHN POTTER LITERACY AWARDS FOR 2023

Dr David Le Cornu*

President - St Clements Education Group

(DBA, DIPFM, MBA, FAICD)

There are again some excellent articles that have been nominated for the John Potter Literacy Award for 2023. The best of the articles and recipients chosen are mentioned below.

The **winner** of the John Potter Literacy Award for 2023 is Professor Kursat Sahin Yildirimer for his article **"Suicide is Both a Significant Public Health Issue and the Biggest Cause of Death Across the Globe"**.

The **runner-up** award goes to Dr James Chikuni Jerera for his article **"Challenges and Solutions to Revenue Collection in Urban Areas in Developing Countries"**.

A **highly commended mention** also goes to Yubaraj Kandel for his article **"Bases of Tourism Promotion in Lumbini Province, Nepal"** and Dr Douglas Mapingire for his article **"Implementation of Continuous Improvement Initiatives for Operational Excellence in Manufacturing Enterprises: A Case Study on OG Holdings".**

Other articles **nominated** for the John Potter Literacy Award included the following: "**Comparison of the Yield of Two Zucchini Varieties"** by co-authors Channa Rein, Leng Sokha, Alon Dembovski & Serey Mardy and **"The Effectiveness of African Regional Bodies in Negotiation and Conflict Resolution"** by Dr James Chikuni Jerera.

Congratulations to all of the nominated authors. Certificates for these well deserved recipients of the John Potter Literacy Award for 2023 will be sent out in the next few weeks.

'Veritas' is still looking for people to nominate articles for the award. Please contact the editor if you would be willing to participate in this role at admin@stclements.edu.

If you wish to read any of these articles please email Dr David Le Cornu and copies can be sent to you electronically. Alternatively, 'Veritas' publications are available on our website and can be accessed via our e-library at www.stclements.edu/library.html.

We will release another 2 editions of **'Veritas'** before the end of 2024, dates still to be set, so if you wish to have an article of interest published please send to the editor Mr Adrian Williams at admin@stclements.edu to confirm suitability.

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DYNAMICS OF OPTIMAL CAPITAL STRUCTURE AND BUSINESS CONTINUITY: A CASE STUDY OF NIGERIAN AND INTERNATIONAL MARKETS

Dr Francis T. Olukogbon*

The complete version of this summarised article is available at:
http://stclements.edu/grad/gradfrancs.pdf

This is a summary from the paper written for the recently awarded St Clements University Doctor of Philosophy (Ph.D) degree.

Summary of introduction, findings discussions and conclusion

Financial management is part of managerial process that involves the financing, acquisition and management of equity, liabilities and assets in order to achieve the overall goal of maximizing the value of an organization.

The study of financial management originally centered on the acquisition of the funds and the problems encountered when financial obligations could not be met on schedule. As a result, financial texts, articles, journals and magazines were replete with information on the liability and equity portion of the Balance Sheet. Now known to be “Statement of Financial Position” as described in the provisions of International Financial Reporting Standards.

Very little attention paid to assets. Various source of funds i.e. common stock, long-term debt, bank loans, trade credit were written about in detail. Unfortunately, there was little underlying economic theory to help in determining the optimal mix of financing.

However, after the World War II, the subject of business finance began to include the study of working capital management, e.g. management of cash, stock, account receivables, payables etc.

Towards the late 1950s, two things occurred simultaneously within the field of finance. In the instance, financial management began to get involved seriously in the analysis of Fixed Assets Acquisition. This brought into jurisdiction the entire Balance Sheet items of the firm. The second thing that happened was the development of an economic theory applied to financial management. For instance, portfolio theory by Harry, M. Markowitz (1959); theory of Capital Structure by F. Modigliani and M.H Miller (1956) usually referred to as M & M Theory. These theories have been augmented since then, and, today they provide financial management the necessary conceptual framework and tools to systematically address problems encountered in managing Equity, Liabilities and Assets.

Capital structure decisions offer opportunities to create value for shareholders. Yet, these opportunities are often neglected because of difficulties in identifying optimal capital structure that will maximize the value of the firm. Researchers in the field of capital structure have observed that many companies are geared below the optimal levels that are predicted by theory (Graham, 2000, Strebulaev, 2007).

Financing policy by firms requires managers to identify ways of funding new investment. The managers may exercise three main choices: use retained earnings, borrow through debt instruments or issuing new shares. Hence, the standard capital structure of a firm includes retained earnings, debt and equity. These three components of capital structure reflect company ownership structure in the sense that the first and third components ownership by shareholders while the second component represents ownership by debt holder. This is the pattern found in developing and developed countries alike (See La Porta, Lopez-de-Silanes and Shleifer, 1999).

This paper presents empirical findings on the impact of capital structure on firm’s continuity. The main objective of this study is to determine the overall effect of capital structure on continued existence of firms by establishing the relationship that exists between the capital structure and their return on assets, return on equity. The effect of optimal capital structure on firms’ ability to reflect on its value was also established. The study employed panel data analysis by using Fixed-effect estimation, Random-effect estimation and Pooled Regression Model. The usual identification tests and the Hausman’s Chi-square statistics for testing whether the Fixed Effects model estimator is an appropriate alternative to the Random Effects model were also computed for each model.

It was also established that the maturity structure of debts affects the performance of firms significantly and the size of the firm has a significant positive effect on the performance of firms in Nigeria. The study further reveals a salient fact that Nigerian firms are either majorly financed by equity capital or a mix of equity capital and short term financing. It is therefore suggested that Nigerian firms should try to match their high market performance with real activities that can help make the market performance reflect on their internal growth.

A list of factors relative to capital structure decisions such as profitability, growth of the firm, size of the firm, debt maturity, debt ratio, tax and tangibility have been identified; however, considerations affecting the capital structure decisions can be studied in the light of minimization of risk. A firm's capital structure must be developed with an eye towards risk because it has a direct link with the value (Krishnan and Moyer, 1997). Risk may be factored for two considerations: (1) that capital structure must be consistent with the firm's business risk, and (2) that capital structure results in a certain level of financial risk.

Business risk may be defined as the relationship between the firm's sales and its earnings before interest and taxes (EBIT). In general, the greater the firm's operating leverage-the use of fixed operating cost- the higher its business risk. Although operating leverage is an important factor affecting business risk, two other factors also affect it-revenue stability and cost stability. Revenue stability refers to the relative variability of the firm's sales revenues.

Firms with reasonably stable levels of demand, and products with stable prices have stable revenues that result in low levels of fixed costs. Firms with highly volatile product demand, products and prices have unstable revenues that result in high levels of business risk. Cost stability is concerned with the relative predictability of input price. The more predictable and stable these input prices are, the lower is the business risk, and vice-versa. Business risk varies among firms, regardless of the line of business, and is not affected by capital structure decisions (Krishnan and Moyer, 1997). Thus, the level of business risk must be taken as given. The higher a firm's business risk, the more cautious the firm must be in establishing its capital structure. Firms with high business risk therefore tend toward less levered capital structure, and vice-versa (Stohs and Mauer, 1996).

The firm's capital structure directly affects its financial risk, which may be described as the risk resulting from the use of financial leverage. Financial leverage is concerned with the relationship between earnings before interest and taxes (EBIT) and earnings before tax (EBT). The more fixed-cost financing, i.e. debt (including financial leases) and preferred stock, a firm has in its capital structure, the greater its financial risk. Since the level of this risk and the associated level of returns are key inputs to the valuation process, the firm must estimate the potential impact of alternative capital structures on these factors and ultimately on value in order to select the best capital structure.

From the foregoing, a capital structure is said to be efficient, if it keeps the total risk of the firm to the minimum level. The long-term solvency and financial risk of a firm is usually assessed for a given capital structure. Since increase in debt financing affects the solvency as well as the financial risk of the firm, the excessive use of debt financing is generally avoided. It may be noted that the balancing of both the financial and business risk is implied so that the total risk of the firm is kept within desirable limits. A firm having higher business risk usually keeps the financial risk to the minimum level; otherwise, the firm becomes a high-risk proposition resulting to higher cost of capital.

After over half a century of studies on this great topic, economists and financial experts have not reached an agreement on how and to which extent firms" capital structure impacts the value of firms, their performance and governance. However, the studies and empirical findings of the last decades have at least demonstrated that capital structure has more importance than was found with the pioneering Miller-Modigliani model. We might probably be far from the ideal combination between equity and debt, but the efforts of fifty years of studies have provided the evidence that capital structure does affect firms' value and future performance. This study is an attempt to contribute to the empirical studies on how capital structure affects firm's performance in the Nigerian context.

Therefore, in maximizing 'organization' value, financial managers are charged with responsibilities, to take investment decision and capital structure choices according to Watson and Head (2010). Capital structure refers to the sources of financing that are employed by the organizations either through debt or equity or the hybrid securities that are used to finance assets acquisition, operations, and future growth.

The capital structure defined by different researchers such as Brealey and Myers (1991), described the capital structure as "comprisingof debt, equity or hybrid of securities issued by the organizations." (http://ijecm.co.uk/wp-content/uploads/2015/10/31029.pdf)

Haugen and Senbet (1988) defined the capital structure as a choice of companies using either an internal or external source of financing instruments. Schlosser (1989) described the capital structure in other terms as the proportion of debt to the total asset capital employed by the organizations.

When financial leverage increases, there are better returns to some existing shareholders while its risks may also double as such could cause financial distress as well as the agency cost according to Jensen and Meckling (1976). Therefore, the cost of financial distress may both be direct and indirect. For instance, bankruptcy is a perfect example of direct financial distress cost. While administrative costs, loss of trade credit, loss of sales and critical personnel are examples of indirect financial distress costs.

The importance of capital structure and corporate financing of an organizationis, however,significant given the changes that recently happened in the world economy due to the financial crisis that engulfed the USA stock market. Barclay and Smith (1999) as cited by Baker and Martin (2011) made the following observation: "a perennial debate in corporate finance concerns the question of the optimal capital structure;

given a level of total capital necessary to support a company's activities".

The history of the capital structure started with Modigliani and Miller (1958) as they pioneered the research on the capital structure and the value of the organization. In their seminal research work, they show that under stringent conditions of competitive frictionless of the entire stock market, the value of an organization is independent of its capital structure.

However, other researchers believevethatmanagers can theoretically determine an organization's optimal capital structure. (http://www.zikaobj.com/jy/zck_cg_yy2_12.htm)

Lately, financial economists have introduced capital market frictions such as taxes, bankruptcy costs, and asymmetric information into their models that can explain some of the factors that are driving capital structure decisions.

Therefore, pecking order theory popularized by Myers (1984) was a theory that explained the relevance of debt and optimum capital structure. He presented two sides of the capital structure issue that are called static trade-off theory and pecking order hypothesis. Therefore, the static trade-off theory postulates that the trade-off may explain the capital structure choices between 'benefits and costs of debt'versus equity; as a company sets "a target debt level by moving gradually towards it". (https://www.coursehero.com/file/pe6k7a/The-trade-off-theory-explained-the-relevance).

Conclusion

Therefore, an optimal capital structure could determine the trade-off between benefits and costs of debt financing. Their gains typically taxed savings, and the costs are financial distress and agency costs according to Titman and Tsyplakov (2004).

However, an optimal capital structure is the financing mix that maximizes the value of the organization. Given those above, there are mixed views on whether there is an actual optimal capital structure that exists, as some people believed that the asset value does not depend on its financing mix. Hence, an optimal capital structure does not exist. (http://www.researchgate.net/publication/268398353_Capital_Structure_An_Overview).

In a perfect capital market situation, capital structure decision should not have an impact on the market value of an organization. However, when capital market frictions such as bankruptcy costs, taxes, and asymmetric information introduced into the perfect capital market model, the resultant effect is that the factors related to these frictions could affect the capital structure decisions.

Reference

Unpublished Thesis: F.T Olukogbon, "The Dynamics of Optimal Capital Structure and Business Continuity", PhD Thesis, St Clements University 2023.

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INTERNAL AND EXTERNAL FORCES STYMYING HIGHER EDUCATION

Professor Dr Bruce R. Duncan*

Keywords: *change, capacity building, commercialisation, virtual campus, governance, massification, academic thuggery.*

Introduction

This social science article raises general concerns about tertiary education before focusing on four specific issues festering within the higher education (HE) sector. The writer argues that globally developing sociopolitical and economic shifts impacting British and international universities have exposed many capacity[1] gaps inhibiting higher education's mission. So, the time for theoretical positioning is over because the public good is under threat. Higher Education (HE) must now give way to Schumpeterian change.

> Over the last decade, universities have faced steady criticism for elitist practices such as political bias, hoarding wealthy endowments, and providing insufficient economic returns for students ... serving the public good may be best posed to thrive and develop lasting value.
>
> Gamoran (2018)

Capacity building requires management that counters diversions from the core focus and expands revised educational objectives (Power et al., 2015; Erasmus+, n.d.; Suhaimi & Hussin, 2017; Millington et al., 2015). Changes must address flawed human beings whose lack of management and people skills stall team-supported service delivery.

> Good academic leadership capable of supporting positive team dynamics and communication is a prerequisite for [a] changed academic environment.
>
> Kovacevic (2019)

The envisaged revolutionary changes must include dismantling inappropriate path dependencies by creating a revised educational philosophy to serve the public good. Amongst other shifts, accreditation, "a much-needed tool [must not function] as a controlling measure, and the new path dependency must not subtly promote racism and discrimination" (Benjamin, 2023a). For instance, universities must incorporate the admission of adults wanting vocational training and any who wish to engage in online learning (Duncan, 2023) - each with degree-level status.

Forces, Fairness and Engagement

The European University Association (EUA) notes that "external factors impinging on universities inhibit their role beyond the traditional missions of teaching, training and research and innovation" (Mitchell, 2023).

Changes must, for instance, fully address the tertiary education needs of the disadvantaged[2], actively engage with the demands of commerce, industry and the global market and reflect a just, fair and tolerant ethos offering "quality service for fees".

However, HE's new commercial and market-dependent ethos affirms the need for governance to draw on Porter's Five Forces Model (HBS, n.d.). Academics are not, by default, experienced or knowledgeable in engaging with market volatility - they ignore the public good. They do not always view students from the social science perspective that deals with human behaviour in its social and cultural aspects.

External and internal factors and mission

> Universities, as they are today, are legacies of an era of monastic, hierarchical and siloed teaching and learning approaches.
>
> Ramphele[3] (UWN, 2023)

The writer argues that HE's traditional path-dependent nostalgic imagery, bedecked with the aura of "the go-to place" of sanitised learning, is misleading because its path-dependent governance focus is out of touch with the realities of 21st-century internal and external stakeholder needs and wants.

Therefore, there is a need for creative destruction – a planned, piecemeal Schumpeterian change (Adler, 2019) to enable HE to relate to the public good without distinction or exception.

[1] To improve people skills, professionalism, and expertise of HE governance officials, lecturers/educators, administrative staff and employees who have direct or indirect contact with students. See: Capacity Building in Higher Education Topic Guide (heart-resources.org).

[2] The public good is not served by much-publicised tokenism.

Education, the public good and league tables

During the Neolithic Age, the Neanderthals introduced knowledge for their community - a path dependence (Williams, Tuttle, Trinkaus, 2023; Duncan, 2023) where people shared vocationally developed knowledge and skills to benefit the people and ensure community survival.

> Our ancestors also understood the critical importance of nourishing the unique unfathomable possibilities of each person in mind, body and spirit to ensure that each can contribute appropriately to the public good.
>
> Ramphele (UWN, 2023)

Nonetheless, with the advent of the Enlightenment (17th and 18th centuries), HE disbanded that "public good" path dependency - unilaterally. Despite the emphasis on human rights, the subsequent elitist-controlled structure maintained self-serving path dependencies preventing many from university access and offering narrow choices for others while ignoring vocational brilliance.

Ultimately, HE became part of the marketplace where subjectively created league tables[4] (LT, 2023) marketed academia while ignoring vocational learning and further ignoring the common good.

Capacity Building and Vocational Recognition

Eventually, to acknowledge the skills of "others", the UK's government offers quivering lip service with vocational certificates but not a degree (Gov.uk. n.d). So, individuals with vocational skills now have their queue – distinct from university. Why? HE has not yet shrugged off the elitist image rooted in a historical tradition that only served the monarch's interests and the leader's children (Duncan, 2023).

In 2014, the British Minister for the Department for Business, Innovation & Skills said:

> So my priority is to tackle two challenges: to bridge the divide between academic and vocational education and to bring the worlds of education and work closer together.
>
> Hancock (2014)

Really? The government's patronising, vacuous goal reflects the deathbed gasps of Apartheid's "separate but equal development" ideology (sic). So, was this self-serving arrangement yet another vote-tugging elitist ploy, and does it serve the public good?

Nonetheless, the Minister's rationale surfaces in his comment that it "is economically necessary, but not just that it is a moral mission for social justice" (Hancock, 2014). Aha! Because of growing economic challenges, it is time to have more hands on the pumps, but now within a moral frame. So, if this legislation will address social justice[5], why not justly provide the same tiered degree status for vocational expertise as earned by academic prowess? Each pillar of knowledge is equally critical to sustaining society (c.f., the survival focus of the Neanderthals – the public good).

Arguably, structuring teaching and learning around an individual's endowed skills and academic potential will contribute to personal fulfilment and equitable recognition. All of which will benefit society – the public good.

Individuals, massification, and the public good

The relatively simple and traditional "go to university" approach has changed with the added tags of part-time studying, distance learning, AI, and online programmes that require culturally informed and savvy in-house management to ensure capacity abilities. As student numbers increase, so does the need for additional funding, despite the economies of scale kicking in. The financial responsibilities challenge each internal and external university stakeholder. Informed governance using virtual platforms is critical to progress.

Higher education is changing from a supply-driven service to a demand-driven business (Taylor, 2019). However, this reality has led to massification that threatens the delivery of quality education (Tiali et al., 2019). So, like the failure of Marxist communes of the past, society must still learn that human beings are not like regimented peas in a pod[6].

The massification of students is a disservice that often leads to appallingly unacceptable customer service. Cramming students into lecture halls does not show respect for diversity and dilutes effective teaching and learning[7]. Rohan (2023; Noui, 2020; Knight, 2019) capture unjustified customer service as "offering a curriculum that will, in the end, find who can pass and fail the given subjects" and fill the bottomless pit of avaricious coffers. However, this monetary gain does not serve fee-payers needing quality teaching – the public good.

However, 21st-century learners "need an interactive education, not a broadcast dating back two or three centuries" (Fullick, 2012). After all, HE students know how to interact. They are competent Smart Phone graduates. They have learned to discuss, share and digest information from the pocket computer.

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[4] The Advertising Standards Authority (ASA) lens is available if published facts fail to replicate inside brick walls.

[5] This suggests that the path-dependent social/class divides that lie hidden but alive in societies. The "them and us" and the "white- and blue-collar workers" bias must be banned from tertiary education and society for the public good..

[6] The writer has noted many instances when students have had to alter their writing content to suit the bias of the so-called "objective" supervisor. There is often little freedom to use appropriate content when preparing a dissertation, doctorate or PhD. if the supervisor has their pet path dependency in tow.

[7] The writer recalls a business student at one of the Russel Group Universities having to sit in the doorway of a crammed hall during lectures.

Education uses electronic boards far removed from the chalk and slate the writer used! However, why have universities not embraced and developed interactive student-focused learning? Hiding behind status and a rostrum to deliver a set piece of knowledge has advantages. Still, traditionally shaped top-down communication must now follow the fate of the quill that remains the property of the bird! As a highly accredited retired educationalist from South Africa writes, "learner-focussed teaching can lead to more independence and autonomy as it places more responsibility in the hands of the learners" (Benjamin, 2023b). Can educationalists move away from only "telling" and incorporate "sharing"?

Fee-payers become a means to meet a profit-focused budget with scant regard for the quality delivery of updated educational content. Compensatory quantitative statistics fail to identify practical learning experiences. Perhaps, for some, a university experience illustrates the theme in Shakespeare's "Much Ado About Nothing[8]", where their tertiary journey ticks the publicly shared "student enrolment" box. However, the statistic is a facade - an "appearances versus reality" show (eNotes, 2023).

> Higher education is, in many ways, disconnected from the everyday lives of the majority of people in our world. Higher education is significantly captured by elites.
>
> Ramphele (UWN, 2023)

Commercialisation

The British Labour government in the UK was the first political group that "identified students as 'customers'" (Dearing, 1997). So, HE in England "had to operate under forces of marketisation which demand competitiveness, efficiency and consumer satisfaction" (Lesnik-Oberstein, 2015). Thus …

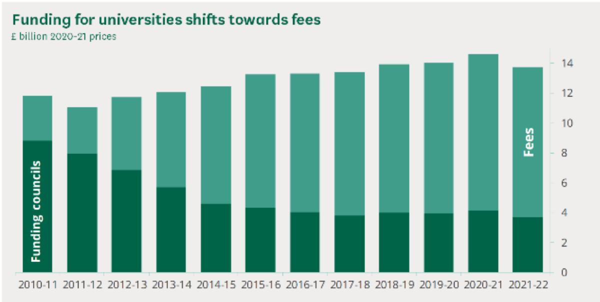
> … every student is a customer, every professor is an entrepreneur, and every institution is seen as a seeker of profit.
>
> Hejwosz (2023)

Nonetheless, international students paying for their British tuition find that the fee changes by the type of course and by each institution. On average, the so-called best universities charge premium rate fees. The influence of reputational image a-la-league tables ensures that non-United Kingdom students can pay up to three times more for a university course than a British student.

University funding differs across countries, but for many, the commercialisation of education raises red flags and does not bode well for students and universities. Financially-stressed individuals will find it increasingly difficult to afford the fees, and student loans provide temporary relief.

In 2012, Britain's Conservative-Liberal Democrat coalition raised British students' tuition fees to £9,000 per year following Lord Browne's independent review. The student finance reforms included raising the repayment threshold to £21,000 and introducing a tiered variable interest rate on student loans.

Due to commercial inroads and the need to survive, "the gap between Higher Education Institutes in the UK and their staff and students has dramatically widened" (Think, 2023). Radical changes must address the financial juggernaut facing students and universities.



UK Parliament (2023)

So, the economics tail is now wagging the aged path-dependent tertiary dog. The situation suggests that consigning the traditional image of a university to the archives must begin. The overhead expenses for the upkeep of bricks, mortar, manicured grass verges, and unnecessary pomp and ceremony could better contribute to online learning. Thus, opening the doors to economically sensitive education will better serve the public good. Elitism has had centuries of glory – the sun is now setting.

Academic thuggery

Sadly, evidence for academic bullying, harassment, suicides, lowering entrance requirements to accommodate international students (whose fees are much higher than UK students), falsifying results and unchecked hubris litter the halls and laboratories of higher education.

The 2018 qualitative research by Devlin and Marsh (2023) cites numerous concerning factors showing gross misbehaviour by academics at universities. Their gloomy report provides evidence of "senior professors among 300 people alleged to have bullied students and colleagues".

- "A culture of harassment and intimidation is thriving in Britain's leading universities.
- "Aggressive behaviour, extreme pressure to deliver results, career sabotage and HR managers appearing more concerned about avoiding negative publicity than protecting staff.
- "Intense competition and lack of oversight risked allowing bullying to go unchecked.

[8] The theme is about "appearances versus reality" (eNotes, 2023).

- "Prof Athene Donald, a distinguished physicist and the master of Churchill College, Cambridge, said: 'I know of two instances where it is hard to think a cover-up is not going on ... they're at different universities, in different situations. I'm really quite bothered about universities desperately trying to damp things down'.
- "Responses from 135 universities revealed 294 complaints against academics at 55 institutions. A further 30 universities reported 337 complaints against all staff – academic and non-academic. Across 105 universities, at least 184 staff have been disciplined and 32 dismissed for bullying since 2013.
- "Fourteen universities said they had used non-disclosure agreements (NDAs) to resolve bullying cases, with at least 27 staff signing confidentiality clauses in exchange for financial payouts.
- "One compared the management style of his boss, one of the country's most eminent scientists, to that of Henry VIII. Staff were said to be subjected to 'classic tyrannical' behaviour, with everyone's motives treated with suspicion and everyone viewed as 'someone else to be crushed'".
- "People were driven to falsify data rather than incur the wrath of the director".

Trumpian divas in tertiary education will not serve the public good. So, elected student representatives at the board level, student-recommended community members with academic qualifications and retired school principals would assist in ensuring accountability (Benjamin, 2023).

The list continues, and the writer wondered how many protesting against inadequate salaries and small pension pots included those from the cabal of academic thuggery.

Nevertheless, this behaviour shows weak and unprofessional management, a lack of checks and balances and a rampant disregard for civility and mature professionalism. So, to counter these behaviours, in-touch governance and management will bolster capacity.

Conclusion

Capacity building will best advance the necessity for creating HE's virtual platforms to replace centrally located campuses with unnecessary cosmetic overheads consuming money. Sheltering vocational education under university umbrellas and introducing interactive learner-focused teaching is imperative. University enterprises must be professionally structured and managed to employ accountable staff who will not engage in thuggery to keep their jobs.

An academic degree is not a divine right to self-serving ego-centric entitlement but an opportunity to advance the public good.

What better option to advance tertiary education than to engage in …

> … reimagining: new humans, new society, new higher education.
>
> Ramphele (UWN, 2023)

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AMALGAMATION OF LEAN WITH ISO 9001:2015 QUALITY MANAGEMENT SYSTEM: A CASE STUDY OF ITS APPLICATION AT THE MANUFACTURING DIVISION OF LONDON METRO

Dr Douglas Mapingire*

Abstract

Purpose- The purpose of this paper is to case study the amalgamation of Lean with ISO 9001:2015 and its application in Manufacturing.

Design/Methodology/Approach- A brief insight of other manufacturing organisations on the amalgamation of the two systems. Key people of this division during and after the amalgamation were interviewed as well as collating data from records, observations, and other relevant sources of information.

Findings- Themes emerging from the interviews, company documents and data were analysed and discussed.

Research Limitations/Implications- Time for the research was not sufficient and the sample was not a true reflection of the huge manufacturing industry.

Originality/Value- The article uncovered important information about the status of the current manufacturing standards regarding the integration of these two systems including benefits and challenges.

Keywords- Lean, ISO 9001:2015, amalgamation, manufacturing

Paper Type- Case study

Introduction

Before the Manufacturing Division of London Metro adopted the ISO 9000 Quality Management Systems, it used BSI 5750 quality management systems but abandoned it because of its limited application and to be in line with the rest of the world especially Europe. The organisation went through the evolution of ISO 9001 Quality Management System.

One of the strong emphases for the implementation of International Organisation for Standardisation (ISO) standards is the continuous improvement focus, just like the Lean philosophy. As a contradiction to Lean, ISO standards are based on the optimisation and description of the organisation in order to address the minimum requirements that directly influence customer satisfaction and quality of the product. (Shah and Ward, 2007). Experience has shown us that the time scale for the organisation to achieve ISO certification varies between one to three years, depending on the organisation's complexity and the availability of resources both financial and human. The return on investment is rarely a priority or even taken into consideration (Tamayo-Torres et al., 2014).

Lean Management on the other hand is a philosophy consisting of a handful of methodologies whose synergetic focus is total elimination and prevention of waste in processes and cutting out non- value adding steps. It promotes an environment of continuous improvement and total elimination of what the customer is not willing to pay for. As opposed to ISO 9001:2015 quality management systems, lean has a financial objective attached to it and takes a few months to implement (Hofer et al, 2012). The contradiction of these two systems makes them complimentary and consequently can be applied in a juxtaposition making the manufacturing enterprise customer centric and more efficient.

Brief Literature Review

ISO 9001:2015 Quality Management System

The ISO 9001:2015 is the fifth version of the standard. A brief history or evolution of it is as follows (Cochran, 2015):

- ISO 9001:1987 is the first ISO 9001 publication and was characterised as a heavily document focused only applicable to manufacturing. Organisations found it to be highly bureaucratic and not user friendly to the general work force.
- ISO 9001:1994 had very little difference from the earlier version and again manufacturing focused while the services industry found it difficult to understand and implement.
- ISO 9001 2000: A big improvement from the earlier versions, focusing on customer satisfaction, process management, continual improvement, and leadership. It was more flexible and a little accommodative of the service industry.
- ISO 9001:2008: Very little change from the earlier version regarding requirements, just the wording.
- ISO 9001:2015: The current version has been revised and modified significantly especially

from the manufacturing dominance to a model suitable for almost all sectors, managing and organisational improvement. At the heart of the standard lies risk management and the standard has become a brilliant framework of customer satisfaction, continuous improvement, and long-term success. Identification of risks and opportunities is one of the most important characteristics of this current ISO 9001 version.

The myth of heavy documentation of the system is still a nightmare in some industries especially amongst old school managers. Through the collection and application of ISO 9001 standards, companies and organisations get certified and this is subject to an audit by 3rd party certification bodies, periodically. This allows organisations to interact positively with stake holders or relevant parties (suppliers, customers etc.). In fact, this is one of the key factors why some organisations want to be certified. The writer vividly remembers working for an organisation that brought in consultants implement this ISO system without involving the work force just for the sake of trade. Each organisation has its unique circumstances from which risks and opportunities are identified. The organisation determines what's most important to its success and tailor makes their Quality Management System around these unique issues. The subsequent management system is it would be genuinely built for the organisation's business.

ISO 9001:2015 Quality Management System consists of an Introduction and Ten Sections. The introduction and the first three sections of the standard are for guidance purposes only, Sections 4-10 are about the implementation of the standard.

From the evolution of this standard, it can be argued that ISO 9001:2015 is the backbone of the Quality Management System, yet on its own it will not bring superior results to reach the desired Quality Excellence as it does not have any distinct methodology to achieve this (Cochran,2015).

Lean Manufacturing

In their 1991 book "*The Machined That Changed the World",* Womack, Jones and Roos hailed Toyota Production System (TPS) as the first system to work to the guidelines of Lean. In 2001, Womack and Jones published their book entitled *"Lean Thinking: Banish Waste and Create Wealth in Your Corporation"* in which they precisely define the origin of Lean Philosophy and subsequently TPS and Lean can be named interchangeably. For the manufacturing organisation's patterns and for better functioning, five principles emerge from Lean:

- Customer centric product's value
- Identification and clarification of the product value stream
- Generating undisturbed and fast value stream
- Pull system- Organisation to respond to customer requirements downstream. Customer elicits the value from the producer.
- Organisation strives for excellence.

Lean Management

Lean Management can be defined as a way of managing organisations that is adaptable to actual market conditions through functional and organisational alternations. It encompasses both TPS and Lean Manufacturing. At the heart of Lean Management is the characteristic of the company's handling of changes in its policies regarding its customer's ever-changing requirements, with dynamism using its assets and its management styles. Lean Management also focuses on professional training and shaping its personnel's attitudes as well as maintaining positive public relations.

Many publications and books have come out to deal with Lean and yet there seems to be no universally putative meaning of Lean Management. In her PhD thesis Lyonnet (2010) reviewed 27 authors on the subject and in her analysis, she concluded that there are six concepts forming the Lean approach and these are:

- Management of Human Resources
- Waste Elimination
- Just-In-Time
- Continuous Improvement
- Visual Management
- Perfect Quality

Integration of Lean with ISO 9001 Quality Management System

After nine years of data and information collection by Chiarini (2011) on 107 European organisations, he observed that those companies that had been using the Lean Management methodology for more than three years had started to amalgamate Lean with ISO 9001Quality Management System. From his observations he mentions that 98% of the organisations integrated Lean principles or tools and techniques in their work procedures and work instructions. Yet an individual like Liker (2016) does not seem to believe that the integration is of any benefit as he says "*Every time anyone at Toyota has been asked about ISO 9001 or QS 9000 when I was around they explain politely that they do not follow this process as they have their own quality system that they believe in, The Quality system is Plan Do Check Act (PDCA) leading to continuous improvement and learning*". Earlier on, he described ISO Quality Management System as a norm lacking effectiveness through detailed procedures and Lean Six Sigma as a cumbersome methodology driven by an army of black belt project leaders using complex statistics.

On the other hand, Micklewright (2010) has a strong conviction that Lean, and ISO 9001 are complementary methodologies as the weakness of each are palliated by the strengths of the other. He states that Lean encourages people involvement, waste reduction and has tools for continuous improvement while ISO 9001 requires structured training plans, record and document control and risk analysis as an integral part of the system.

Methodology

In this case study, an induction approach was used to collect data, first from which a theory was developed, and a phenomenon explored, and themes identified. It was convenient to the researcher to use qualitative as opposed to quantitative as he used small samples for interviews yet rich data was obtained.

The researcher had access to the company Quality Documents such as Quality Manual, Work Procedures and Work Instructions.

Findings from Quality Documents

Amalgamation of Lean with ISO 9001:2015 Quality Management Systems:

From this Manufacturing division of London Metro Quality Documents, the ISO 9001:2015 Section 1.0 paraphrased **Scope** which says: "ISO 9001 is for organisations that….aim to (1) *enhance customer satisfaction* through the (2) *effective application of the system, (3) including processes* for the (4) *improvement* of the system…" was used as the basis for the amalgamation as it contains the principles or strategies that support the Lean methodology. That is:

1. *Enhance Customer satisfaction* in Lean means Specify Value
2. *Effective application of the system* in Lean means Flow and Pull
3. *Including Processes* in Lean means Mapping the Value Streams
4. *Improvement* in Lean means Seeking Perfection.

Lean Strategy One: Isolate the Value Stream - Different value streams that are flowing through the business need to be identified. This strategy is supported by the following ISO 9001:2015 Sections:

- 4.1 Understanding the organisation and its context.
- 5.0 Leadership
- 6.0 Planning

Lean Strategy Two: Specifying Value - having selected the value stream the value needs to be specified through the dialogue with customer to confirm what the value is from the customer perspective. The value would cover (1) customer requirements (2) Timing and (3) Pricing. The strategy is supported by the following ISO 9001:2015 Sections:

- 4.2 Understanding the needs and expectations of interested parties.
- 8.2 Requirements for products and services
- Customer satisfaction

Lean Strategy Three: Mapping the value stream - The objective is to categorise activities into three classes (1) The activities that create value the customer is willing to pay for (2) The activities that are indispensable and do not create value, like inspection (Type 1 Muda) and (3) those activities that create no value and are not needed like the nine wastes (Type 2 Muda). Type 2 Muda must be eliminated completely while type 1 Muda can be attacked using Flow, Pull and Perfection strategies. The following ISO 9001:2015 Sections support mapping the Value Stream:

- 4.4 Quality management system and its processes
- 8.1 Operational Planning and Control

Lean Strategy Four: Flow stream making - The objective is to line up all the necessary activities into a steady and continuous sequence with no interruptions, no wasted motions, no queues, and batches. The following ISO 9001:2015 Sections support Flow stream making:

- 8.1 Operational planning and control
- 9.1 Monitoring, measurement, and evaluation

Lean Strategy Five: Allowing the Customer Pull Value: After fulfilling the first four Lean Strategies in their sequential order of priority, the enterprise is ready for the customers to pull the value stream from them. This means the customer triggers the value flow downstream only and this initiates all the activities upstream. The following ISO 9001:2015 Sections support the Customer Pull Value:

- 8.1 Operational planning and control
- 8.2 Requirements for products and services

Lean Strategy Six: Seeking perfection- The previous or the above five Lean Strategies perform together like a one single wheel. The faster the wheel turns to get the value to flow the more the obscure waste gets exposed and the harder the value is Pulled down the stream. This is conducive for more impediments to be pushed aside. The learning cycle speeds up leading to a more dialogue between the customers and the dedicated teams of the organisation, to continuously, update and accurately specify value. The main objective of this strategy is, as the Lean wheel starts rolling, the organisation competes against its own performance gains and competitors will find it hard to match the organisation's performance. The following ISO 9001:2015 Sections support the Seeking perfection strategy:

- 6.1 Actions to address risks and opportunities.
- 9.0 Performance evaluation
- 10.0 Improvement

Programme for the Application of the New System

The researcher had access to the implementation programme for the new system that took approximately 10 days as follows:

- Day 1: Draft Quality manual implementation with an Organogram, Job Descriptions, Measuring Instrument identities, Process mapping including a SIPOC form.
- Day 2: Procedures for audit management and documentary management implemented.
- Day 3: Procedures for preventive actions, corrective actions, customer satisfaction surveys and non-conformities implemented.
- Days 4: Senior Management with Project Team jointly establish organised Records Management Standards.
- Days 5: Beginning of Quality Assurance implementation by the entire staff starting with quality diagnosis.
- Day 6: Steering committees for Management Review and Processes commissioned. First records of each.
- Day 7: Files for Quality monitoring and permanent improvement implemented.
- Day 8: 1st Internal Audit.
- Day 9: 2nd Management review. Quality Management System records updated.
- Day 10: Non-Conformance audit ends.

The two systems blended into each other very well. The challenge is the organisation sustaining this compound system to promote a customer centric delivery.

Challenges- Findings from interviews

(1) The Manufacturing division of London Metro is struggling with a lot of paperwork in the system. On asking one of the team leaders why this was the case he replied, “we were hoping that since there is an amalgamation of Lean and ISO 9001:2015, the resultant methodology would lean out paperwork that was brought together by the amalgamation, but it seems the paperwork is out of control now.” There is a lot of paperwork with information that can easily be loaded onto the computers causing a lot of hard copy document storage problems. According to company policy these documents must be kept for 5 years before they can be discarded.

(2) There is lack of internal competences regarding the use of the amalgamated management system. One of the supervisors responded, “The new amalgamated system is more complicated, and this is compounded by the use of the SAP software system in use in the organisation which is not user friendly either.’’ Training for the new system was not adequately planned and implemented.

(3) Resistance to change was another challenge that was highlighted. On asking the Quality Manager why this was the case and he replied “From my opinion the general manager did not seem fully committed to the project and the general workforce could see that. Besides there are other similar projects that failed in the past and so almost everyone looked at this with cynicism”.

Some Benefits

(1) The remarkable reduction of non-conformance reports, scraps and customer returns on the yearly basis is partly attributable to the amalgamation of the two systems. This has reduced Quality costs and has been revealed by the annual 3rd party ISO 9001:2015 Quality Management audits.

(2) Production of a quality product has significantly improved.

(3) Initially the two systems used to operate in parallel and there was conflict between them but today the conflict has been eliminated.

(4) There is an improvement of partnership with suppliers and the organisation, as the system allows the Manufacturing division of London Metro personnel to audit their suppliers’ systems at their premises.

(5) The bureaucracy that is inherent in ISO 9001:2015 has been significantly reduced by the Lean characteristic.

Conclusion

There is a general consensus from literature that when ISO 9001:2015 and Lean are amalgamated successfully, they bring out outstanding operational achievements as also evidenced by this case study based on interviews, observations, and perusal of company documents. Top management support for the systems is paramount, thanks to ISO 9001:2015 which makes it mandatory.

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AN OVERVIEW OF THE HISTORY OF TURKISH PSYCHOLOGY

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This is a summary from one of the papers written for the St Clements University Professorial Diplomate in Psychology.

The complete version of this summarised article is available at:
http://www.stclements.edu/Articles/TurkPsy.pdf

Abstract

Tunç, a prominent psychologist in Turkey, dedicated his efforts to the instruction and translation of renowned scholars such as Freud and James, so helping the greater transmission of psychological information. The reform enacted by Istanbul University in 1933 garnered the interest of 103 professionals from across the world and resulted in notable advancements in the respective discipline. In the year 1937, Professor Wilhelm Peters assumed the position of Department Head for Experimental Psychology, resulting in the creation of a specialized library and laboratory facilities. The commencement of research endeavors was instigated by an academic institution housing a specialist psychology department located in Ankara.

These research operations were inaugurated in the year 1953, under the guidance and supervision of Professor Mümtaz Turhan. The Ministry of National Education founded the Ministry of National Education Inspection and Research Department in 1953. The process of translating and adapting examinations into many languages. During the 1960s, there was a discernible surge in the quantity of psychology undergraduate programs in Turkey, resulting in an aggregate enrollment of eight hundred students. The ongoing discourse around the conceptualization and professional training of those practicing as "psychologists" in Turkey, including both broad and specialized contexts, has persisted since the 1970s.

The year 1993 saw the beginning of a research endeavor by the Turkish Psychologists Association with the aim of attaining legal recognition for the psychology profession. The analysis of the duties and legal authority of clinical psychologists within the framework of Health Law will be supplemented by an assessment of the boundaries of the obligations and authorities of psychologists who specialize in other branches of psychology, as delineated in Professional Law. The primary objective of this research is to provide a full comprehension of the many subfields included within the discipline of psychology and to elucidate the distinctions between these subfields and other disciplines within the professional realm.

Key Words: *History of Turkish Psychology, History of Psychology, Psychology Science in Turkey, Turkey and Psychology, History of Psychology in Anatolia*

Introduction

The establishment of clear boundaries within the realm of psychology is likely to enhance the implementation of professional supervision procedures that adhere to ethical norms. The definition of the psychology profession in Turkey has notable challenges, mostly stemming from the presence of definitional competition and competing with other professional domains. Since the year 1978, scholars and experts in the pertinent discipline have actively engaged in discussions with the objective of addressing these concerns. As a result, a comprehensive framework has been established, which delineates the precise responsibilities and ethical obligations that psychologists working in clinical, social, and developmental domains are expected to adhere to. Nevertheless, these examinations have faced criticism due to their inability to cater to the distinct requirements of primary education.(Llor-Esteban et al., 2016)

Methodology

This paper will examine the examination of the responsibilities and authorities of clinical psychologists, as well as the delineation of the roles and authorities of psychologists specializing in other disciplines of psychology, with a focus on Health Law and Professional Law, respectively. The objective of this proposal is to provide a thorough elucidation of the several subfields included by the field of psychology and their distinctions from other associated professional domains, in accordance with recognized competences and educational requirements within the psychology profession.

Anschutz's involvement in Istanbul was a significant milestone in the introduction of experimental psychology to Turkey, as well as the establishment of a dedicated laboratory for conducting experiments in this field. Following the conclusion of World War I, Anschutz and other scholars disengaged from Turkey and subsequently ceased to exist. The departure mentioned above led to the continuation of academic pursuits by the surviving scholars, namely Ali Haydar Taner and Mustafa Fikir Tunç. The alterations seen in the Turkish education system before to the establishment of the Republic, as well as during its first years, have also influenced the inclination towards the discipline of psychology. The area of psychology has challenges in its (Lehoux, 2004) delineation, including the presence of interprofessional rivalry and competition. Since 1978, experts in Turkey have engaged in a substantial discourse over the formulation of policies that may successfully address and overcome the issues.(Arslan et al., 2019)

Literature Review

A thorough elucidation of the responsibilities and commitments of psychologists engaged in clinical, social, and developmental domains was formulated, with specific attention given to the psychologists' ability to use their specialized expertise within diverse institutional settings. The conference centered on the professional competencies of psychologists who entered the profession after the completion of their four-year undergraduate studies, as well as the need of in-service training initiatives for ongoing professional growth. The legislation implemented in 1980 was designed with the objective of addressing the preexisting issue. Nevertheless, there were apprehensions raised over the presence of ambiguities pertaining to educational and professional networks.

The investigation of psychological characteristics linked to endocrine disorders started in 1963 at the Department of Endocrinology under the Cerrahpaşa Medical Faculty. This ongoing study endeavor has persisted and is ongoing in the present day. Research findings are sometimes disseminated at international conferences and published in scholarly publications, including languages other than Turkish. The domain of psychology in Turkey has seen a notable surge in scholarly publications and research endeavors since the 1970s. Since 1978, there have been ongoing discussions and controversies over the precise definition and appropriate professional training of those who self-identify as "psychologists." The 1980 Regional Psychology Symposium provided a platform for psychologists to discuss and address issues pertaining to job responsibilities, professional knowledge, and proficiency. Recommendations have been put up to enhance the standards within the area of psychology.

One of the proposed measures is the establishment of a complete training program, including a two-year foundational education, an internship, and a summer program. This initiative aims to cater to those aspiring to pursue a career in psychology. The institution's beginnings may be traced back to the foundation of DarülFunûn in 1851, with the objective of facilitating the smooth expansion of higher education beyond secondary school. The institution's reopening was made feasible with the enactment of the Education Law in 1869. Regulation in a broad sense. The institution is organized into three distinct divisions or departments, with one department specifically dedicated to the academic program. During the 1960s and 1970s, there was a notable emphasis on two significant topics in the intellectual discussions held in Istanbul, Ankara, and the Aegean Region. These topics revolved on the education of students and the process of localizing exams inside the educational framework of Turkey.

The accomplishments of Aziz Efendi in Istanbul are widely regarded as the first advancement in the realm of experimental psychology and the establishment of a dedicated laboratory for experimental psychology inside Turkey. Sami Kayral and Nuri Bilgin together authored a corpus of twenty-nine literary works, with eleven of these works being translations. The occurrence of translating a literary work from a non-Arabic language may be traced back to the era of "Ruh-ul". The publication of Abdullah Cevdet's literary piece titled "Akvam" took place in Egypt during the year 1907. Despite the limited availability of thorough academic research in the domain of traditional psychology, the decision was made to employ Mustafakip Tunç and Ali Haydar Taner as lecturers for psychology courses. Mustafa Team Tunç has made considerable progress in his academic pursuits. The individual pursued a course of study in psychology inside the department of philosophy, where they found inspiration in the philosophical ideas espoused by Henri Bergson.

In the year 1933, Germany and Turkey were through significant milestones in their respective intellectual progress. The teaching faculty of the university included three distinct cohorts: those with prior affiliation to Darülfünun, young scholars who pursued further studies overseas, and academics hailing from many nations. This paper presents a complete analysis of the organizational structure and operations, accompanied by a thorough evaluation of the necessary enhancements. The development of an individual's identity is shaped by ideological frameworks, such as Gelb and Peters' views on "refugees" or Peters' suppression of reintegration. The examination of the historical progression of scientific knowledge necessitates a thorough reassessment of preceding occurrences. Nevertheless, when lacking reliable sources, these reassessments may deviate from factual accuracy and result in flawed findings. The trend of modernization has led to the incorporation of psychology into non-Western nations.

The primary objective of this research is to analyze the fundamental theoretical frameworks pertaining to globalization, modernity, colonialism, localization, universalization, liberal democracy, and cultural imperialism. The utilization of student recording has had a substantial influence on the advancement of contemporary psychology. The first occurrence of the Darülfünun event in 1879 marked a significant milestone in the advancement of psychology. Scholars, exemplified by Sertan Batur, have provided critical critique of Ottoman historical narratives, while concurrently advocating for the incorporation of psychological viewpoints within the framework of the Ottoman Empire. A substantial portion of the extant psychological literature, including both contemporary and historical sources, comprises translated texts.

The advancements in the subject of translation were made possible via the valuable contributions of esteemed academics, namely Güllere, George Anshutz, Mustafa Şekip Tunç, Muzaffer Şerif, and Mümtaz Turhan. These scholars played a significant part in the process of modernizing the profession. The recognition of criticism on the significant significance of American psychology in the historical progression of the profession is duly recognized. Nevertheless, psychologists in Western nations are more inclined to prioritize their own cultural norms.(Elibol et al., 2021)

Findings

Behavioral psychology, rooted in Darwinian principles and embracing a positivist perspective of scientific inquiry, posits that human behavior may be comprehended by examining biological mechanisms. This specific viewpoint regards laboratory experimentation as a valid approach to scientific inquiry, aligning with the fundamental principles of the natural sciences. William James, a prominent pioneer in the realm of experimental psychology during the early 20th century, made significant advancements in the study of spirituality by placing much emphasis on the significance of spiritual welfare and the notion of "subtle senses and emotions." Furthermore, Maslow proposed the notion of "peak experiences" as a significant facet of human life. In brief, the historical progression of psychology has been shaped by several factors, such as the impact of religious ideologies, the construction of psychological theories, and the growth of psychological notions.

Argument

Assisting the logical soul in overcoming corporeal wants. (Presley, 2014) The mortality of these persons is intrinsically interconnected, whereas the intellectual soul has immortality. Religions and secular ideologies often denounce primal impulses, seeing them morally unacceptable. Razi, who was born in Iran in 864, had a profound inclination towards several scholarly disciplines and ascended to the esteemed position of head physician at Baghdad Hospital. The person made major contributions to the integration of chemical concepts into the area of medicine, therefore exerting a pioneering influence on the progress of medical research. The philosopher Farabi established a comprehensive framework for education and training, centering on the fundamental essence and attributes of human beings. The scholarly contributions made by the individual in question have had a notable influence on the discipline of European studies, resulting in the engagement and examination of several European researchers.

Ibn Hazm, a prominent individual who lived till 1064, made significant contributions to the domain of mental health. In addition to providing guidance on the topic, he also exemplified several patterns of conduct and communication that successfully mitigate sensations of fear and apprehension. The individual in issue was born in Cordoba in the year 994 and obtained his education from tutors of the feminine gender. Ibn Hazm acquired independent proficiency in the fields of Quranic studies, poetry, and calligraphy, which he afterwards shared with others via his literary work titled "The Dove". The commencement of royal disputes in Andalusia, stemming from intricate political dynamics, had a profound impact on the life and experiences of Ibn Hazm. The man was compelled to evacuate the densely inhabited region and afterwards relocated to Leble, where he established his residence until his death in 1064.

Arabi, a significant figure within the Sufi tradition, was exposed to the profound impact of intellectual dialogue and Islamic thinking. The person had a profound and transforming encounter inside the Sufi tradition, which is often linked to Western civilizations. Mevlana, a prominent individual, had a substantial influence on the dissemination of Islam in Western nations. Ibn Arabi provided guidance and support in addressing internal conflicts by elucidating the intricate nature of the soul and its many constituents. (Sabri, 2015) The emergence of Carl Jung's idea of the collective unconscious occurred about eight centuries after the contributions made by Arabi. Mevlana, renowned for his comprehensive comprehension of theological and empirical matters, started his preaching activities in the madrasah, where he also had his preliminary tutelage in Sufism under the guidance of Sayyid. The individual in issue engaged in a significant encounter with Şemsi Tabrizi, who arrived in the city of Konya in the year 1244.

This article explores the historical significance of Shams Sufi Education within the Islamic tradition, particularly in the realm of psychology. It focuses on the historical value of Shams Sufi education. In the year 83. Following this incident, Mevlana proceeded to write significant literary masterpieces, including Mesnevi. Nasreddin Hodja is regarded as a prominent character among ancient civilizations, with a profound comprehension of psychology that surpasses the knowledge of other philosophers specializing in this field throughout his day. The hilarious stories of Nasreddin Hodja might be regarded as exemplary instances of defensive methods used within the realm of psychology, including logical reasoning and the formation of alibis.

Ibn Khaldun's seminal book, Muqaddimah, delved into a comprehensive examination of several views and notions within the realm of psychology. The author notably established the notion of "asabiyya" to cultivate solidarity, inclusivity, and societal coherence. Mustafa Atak's analysis of the concept of "asabiyya" encompasses the manifestation of a quest for dominance within the framework of historical and societal progress, culminating in the attainment of authority and stability. The attainment of leadership, domination, position, and power in the global context is often ascribed to human humans, who are commonly seen as being designated as divine representatives and successors, known as caliphs. The examination and analysis of the notion of obedience may be explored via several lenses, including scientific, artistic, authoritarian, and coercive aspects. (Korolchuk et al., 2021)

Except for instances involving surrender, the manifestation of dominance by one individual over another is evident. The manifestation of acknowledging one's own superiority is hardly seen in one's conduct. The overt exhibition of hubris and self-assurance among those holding esteemed positions seems to evoke both contempt and admiration from their peers. The occurrence of discomfort occurs when a person perceives that they have experienced unjust treatment within a particular situation. There exists a pervasive sentiment of indignation and animosity directed towards those encountering challenges, leading to a widespread phenomenon of societal exclusion.

Drawing from the works of Ibn Khaldun, it becomes evident that the embodiment of the human notion is mostly seen via the cognitive perception process that is inherent in human beings and then manifested in an organized manner. The ability to methodically document justifications using scientific procedures. Ibn Khaldun's birthplace is believed to be Tunisia, with an estimated birth year of 1332. The person under consideration has undergone structured instruction in a range of scholarly disciplines, including fiqh (the jurisprudence of Islam), hadith (the recorded sayings and actions of the Prophet Muhammad), tafsir (the interpretation and commentary on the Quran), logic, and philosophy. Additionally, he acquired knowledge and proficiency in the fields of natural sciences and mathematics via his formal schooling. In the year 1366, he made the conscious decision to resign from his occupation and embarked on a voyage with the purpose of engaging with many Indigenous societies.

The author successfully concluded his esteemed literary opus titled "Muqaddimah" in the year 1374, afterwards releasing his publication "History of Psychology in Islam" in 1382. (Janowski, 2023) Kashani, the esteemed scholar who engaged in the interpretation of Fusus, is renowned for his profound expertise in the domain of Sufism and his exceptional aptitude for translating. In the year 730, he had the responsibility for overseeing the construction of Fususu'l-Hikem, a complex including diverse amenities such as a madrasah, an inn, and a paper mill.

Nimetullah Nakhchivani, a prominent individual who passed away in 1514, is renowned for his significant contributions to the field of Quranic interpretation and for authoring a renowned book on ishari tafsir. The person in issue hails from Nakhchivan and afterwards relocated to Tabriz, where he achieved prominence within the international scientific community. During his tenure, he authored two significant works titled "Al-Fawatihu'l-Lahiye" and "Ve'l-Mefatihu'l Unseen." Ismail Rusuhi Ankaravi, a prominent individual who passed away in 1631, was renowned for his scholarly investigations pertaining to the psychological underpinnings of spiritual advancement and growth. The person in question had undergone structured education in the field of sharia law and had attained a considerable degree of proficiency in both the Arabic and Persian languages. Subsequently, he became a member of the Bayramiye sect and ascended to the esteemed position of sheikh. Ankaravi thereafter established his residence in Istanbul and undertook the role of sheikh at the Galata Mevlevi Lodge in 1610.

Ibn Sina, who was born in 1037, proposed the notion that a person who experiences harmonious biological functioning throughout their childhood will thereafter manifest it. As individuals progress in their development, they gradually attain exceptional levels of physical attractiveness. The presenter provided an overview of fundamental principles in the field of child and adolescent psychology, with an exploration of related topics like hysteria, the contributions of Avicenna, and depressive illnesses. Originating from the city of Bukhara, the individual in question made noteworthy scholarly contributions throughout several academic disciplines, including geometry, logic, canon law, consumables, linguistics, medical sciences, and natural sciences.

Ibn Sina, the offspring of Sina, is often recognized as Avicenna within the realm of Western academia. The person in question achieved proficiency in the old Greek dialect and conducted a comprehensive examination of the scholarly and scientific contributions made by intellectuals and researchers from the Anatolian region. The person under consideration has authored a cumulative count of over 450 scholarly publications, out of which around 240 remain accessible. The author has produced many noteworthy literary works, such as Kitabu'sh -ifa, ElKanun, and fi't-Tıb. (Yılık & Kondakci, 2022)

Conclusion

In medieval Europe, mental diseases were mostly managed by clergy members who used religious rites and employed degrading language when referring to persons stricken by such conditions. During the 18th century, the French physician Philip Pinel played a pioneering role in the advancement of a more compassionate approach to the treatment of mental disorders, so heralding the advent of the first humanistic approach to psychiatric care. The discipline of psychology originated in Europe during the year 1750, after earlier historical epochs whereby religious factions held responsibility for its application.

Nonetheless, those who adhere to Western cultural norms often encounter a lack of harmony with their deities due to their failure to acknowledge and demonstrate reverence for a divine being. Sigmund Freud, a prominent contributor in the development of the psychoanalytic framework, postulated the notion that human nature comprises inherent malevolence and disorder, which are expressed via an incessant pursuit of fulfillment through sexual drives and destructive inclinations. The discipline of psychology has seen a notable surge in scholarly publications and research dedicated to the subject of literature review, particularly since the 1970s. Since 1978, there has been a continuous dispute in Turkey over the meaning of the title "psychologist" and the educational prerequisites associated with it. These debates include a range of criteria, both general and particular in nature. The plan encompasses the implementation of a two-year training program, internships, and summer programs as a strategic approach to smooth the transition from theoretical knowledge obtained during a two-year foundational education to the practical application in real-world contexts.

However, it has been noted by researchers that the existing undergraduate curriculum offered by psychology departments lacks enough specialization. The year 1993 saw the commencement of a project aimed at establishing a comprehensive legislative framework to delineate the parameters of the psychological profession. The study conducted under the guidance of the Association of Psychologists led to the inclusion of the definition of psychologist in the agenda of the Health Commission of the Turkish Grand National Assembly.

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ORGANIZATIONAL BEHAVIORS WITHIN THE BUREAUCRATIC STRUCTURE OF LOCAL GOVERNMENTS

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This article has been translated into English from Turkish using Google Translate.

Abstract

States are organized by focusing on one of the principles of "central management" or "decentralization", depending on the strategic location of the country, the level of economic development, the characteristics of the political regime and the goals they want to achieve. Whether management is centralized or decentralized, it requires bureaucratic organization. Individuals within the bureaucratic organization consist of people with different cultural mosaics. The existence of individuals from different cultures within the bureaucratic organization brings about differences in behavior and various difficulties with these differences. The fact that the bureaucratic organization of local governments is formed within the framework of the rules set by the central government and has the authority of tutelage control causes this difficulty to increase even more. In this study, the difficulties of organizational behavior within the bureaucratic structure of local governments and municipalities are examined together with the concepts of bureaucracy, personality, organization, organizational behavior, management and tutelage control.

Keywords: *Local Governments, Municipality, Guardianship, Administrative Guardianship Supervision, Organization*

Introduction

Management is an activity or process concerned with the means necessary to achieve predetermined goals. Even though the goals of public organizations, private businesses and military organizations are different from each other, the tools these organizations use to achieve their goals are very similar to each other (Ergun 2004:3). For this reason, management is a group activity carried out to achieve goals that individuals cannot achieve individually. Although management is a universal phenomenon, it primarily evokes public groups and official bodies, and in a broader sense, state administration.

Public administration is the face of the state reflected to the citizens on a daily basis. Therefore, bureaucracy is the point where the state becomes concrete in the eyes of the citizen. It is when laws, government decisions, orders and instructions cease to remain on paper and enter into the daily life of citizens (Yilmaz 2010:6).

Bureaucracy

There is a consensus that the concept of bureaucracy first appeared in France in 1745 and that the first person to use it was the French physiocrat economist Vincent de Gournay. The widespread examination of the concept of bureaucracy at the scientific level began after the German social scientist Max Weber's writings on bureaucracy (Yilmaz 2010:6).

Bureaucracy is a broad concept with administrative, political and social aspects. The different meanings of bureaucracy express the stages that the state, society and public-private organizations go through, as well as their structures and performances, their functioning and various aspects of organizational life (Yilmaz 2010:6).

The most popular theoretical model of bureaucracy is the bureaucracy model that Max Weber described as the "ideal type". In this model, everything is governed by rules in the performance of organizational functions. There is no arbitrariness in bureaucracy, there is no personality, it is the rules that apply. The rules are made by the bodies that have the authority to make rules. The existence of rules ensures standardization in problem solving and equality in the handling of individual cases. Activities carried out in accordance with the rules are recorded and stored in written documents (Ergun 2004:40).

According to Weber, bureaucracy is a rational and therefore efficient-effective form of organization that has technical advantages over other forms of organization. This form of organization is based on division of labor, hierarchy of authority, regulation of authority and duties, written rules, impersonality and formalism. Employees in the bureaucracy work full time and have a regular and certain salary system within the professional and career system. Ownership of management tools is not in the hands of individual bureaucrats (Yilmaz 2020:7).

Although the Weberian understanding of bureaucracy dominated the 20th century and worked well in the past, it lost its importance in the face of rapid changes and developments. Nowadays, this understanding has become synonymous with inefficiency, cumbersomeness and red tape, or at least it evokes these concepts. The formalist understanding of bureaucracy not only leads to waste of resources, but also is closed to innovation with its current structure (Arslan 2005:247).

The new public management approach advocates the principles of narrow center, wide-horizontal environment and decentralization with its flexible hierarchy and organizational structure. On the other hand, the shrinkage of the state in terms of its field of activity is also emphasized. Within the framework of this understanding, enabling the control of the bureaucracy by citizens and encouraging participatory understanding and transfer of responsibility and authority (decentralization) have an important place among the roles assigned to the state. In the new public management approach, the responsibility towards the political leader has been expanded and the principle of responsibility towards the public has been adopted (Arslan 2005:247). The basis of responsibility towards the public lies in the "budget right" that belongs to the public. Planning public resources is a political process and comes to life through the budget, and it shows to what extent the political power will use public resources, that is, people's money, on which services.

Personality

Personality is a concept that reflects all the characteristics of the individual. According to a general definition, personality; It is a consistent and structured form of relationship that an individual establishes with his/her internal and external environment, distinguishing it from other individuals (Cüceloğlu 1991:404; Zel 2006:10). In terms of behavioral sciences, personality is the reflection of all of the individual's mental, physical and spiritual differences on their own behavior patterns and lifestyle (Wortman 1988:345; Zel 2006:10). Therefore, since the person will be in the organization with all these characteristics, he will show himself in the working processes required by his position within the organization.

All of the factors that make up the individual's external environment have similar characteristics within a certain time period and a certain behavioral level. Despite this, people in a certain environment are affected by a uniform environment and their reactions to the stimuli of this environment are different; Such changes also strengthen the analysis, regulation and prediction of behavior. When the reason for this change is sought to be investigated or the results of this difference are tried to be determined, it is seen that the basic variable called personality emerges (Hogan 1996:469; Zel 2006:9).

Organization

In the dictionary of the Turkish Language Association, organization is defined as a complementary and continuous social structure that is formed by individuals coming together within the framework of predetermined behavioral patterns, duties and responsibilities in order to carry out interconnected actions towards a certain group of goals.

Managers and workers who join an organization to work have submitted to cooperation to achieve certain goals. For example, these goals may be to have a position, to have a certain and permanent income, or to be promoted. Individuals who want to achieve their personal goals in the most convenient and shortest way may not be compatible with the activities of the organization to survive and develop, to compete with other institutions, to earn a certain profit, and to achieve similar goals. In some cases, these disputes may arise in terms of the personal goals of individuals working in the organization (Eren 2010:40).

Some individuals form a strong action group by uniting with people who share the same tastes, have the same thoughts, and want to achieve the same goal. An important point to note here is that the sense of unity that binds people to groups does not arise solely or even broadly from the acceptance of certain goals. Rather, the said commitment represents a sense of adoption similar to the loyalty a person feels towards his family or homeland (Eren 2010:41).

Organizations can meet their members' desire to gain personal value and distinction by providing them with high wages, reputation, promotion and promotion opportunities. If a person's satisfactions depend on personal advancement rather than the achievement of goals, a change in organizational purpose will not by itself lead to a decrease in satisfactions. Every satisfied desire and desire is renewed with the birth of new ones. But the organization must also realize personal desires and desires. For example, a person who comes to earn his living

If significant opportunities are not provided or delayed, commitment to the group begins to decrease and break (Eren 2010:41, 42). For this reason, since there may be an interest in the goals, a desire to adopt the group and gain personal value between the individual and the organization, organizational managers should take this situation into consideration and take the necessary precautions.

Organizing

Organizing is the process of creating an organizational structure that will ensure the regular use of all resources in an organization. A well-organized organization helps managers understand their organizational goals more clearly and see which resources they can use for which purposes. The success of the organization depends on the employees of the organization knowing the duties, authorities and responsibilities assigned to them by their positions and deciding how to make individual efforts to achieve organizational goals based on these (Ergun 2004:77).

Organizational behavior

Public organizations, including local governments, which are structured to produce public services within the public sector, are obliged to employ personnel with the qualifications they need in accordance with their establishment purposes. Therefore, it should not be overlooked that the personal skills, intelligence and physical structures of the members of the organization who undertake different tasks will play an important role in their behavior in accordance with the motivation of the organization while performing their duties.

There are some approaches to organizational behavior. These are considered as "system approach", "contingency approach" and "total quality approach".

Systems approach

The organization fulfills certain objectives within an environment that surrounds it. In this case, the organization is an environmental element and it acts within this environment and is affected by it. Therefore, any behavior that will reveal organizational success will be affected by the organizational environment. For this reason, it would be wrong to ignore or underestimate the environmental factor (Eren 2010:45). Then the following question comes to mind. How and in what way are the organization and its employees affected by the environment? Do environmental factors play a role in the success or failure of the organization? The organization provides some inputs from the environment. These inputs are people, raw materials, machinery, equipment, money, technology and information. In other words, the source of inputs is the environment. Environmental opportunities and relationships are of great importance in ensuring the regular flow of inputs in quantity and quality to the organization. By including these inputs in the change process, the organization provides products, services, profit or loss to the environment, employee satisfaction, and informational feedback that can be used by itself and other environmental elements (Eren 2010:45).

In this case, the organization affects the environment with the product and service outputs it produces with the help of inputs obtained from the environment. In public administration, public organizations provide the products and services required by the task they undertake by procuring people, raw materials, machinery, equipment, money, technology and information from the environment.

Contingency approach

Another approach developed on organizational behavior is the contingency approach. Classical, neoclassical, human resources approaches and system approach focused on and worked on a single model that would provide solutions to organizational problems. They claimed that the general and universal models they prepared were valid for every organization and under all conditions. However, research conducted by different thinkers and under different organizational conditions reveals that there are no general and universal models that can be applied to every organization. They put forward that it is necessary to examine each organization as a case study in its own conditions and to benefit from the views and thoughts put forward by universal models when necessary (Eren 2010:55,56). Therefore, the organization of local governments will be different from the central government organization, and local governments may also require different organization depending on the geography they serve, conditions and scale, and decision-making and implementation models.

Total quality approach

One of the approaches that has been frequently talked about and discussed in recent years is the "total quality" approach. The importance of customer satisfaction targeted by organizations, increasing competitive conditions and globalization trends have caused this approach to come to the fore in organizations.

Although the total quality approach first aimed to improve behaviors related to customer satisfaction, it later became clear that the organization is a system and that the quality of the relationships to be established with respect to all environmental elements that are in charge of this system and have a relationship with the system must be achieved (Eren 2010:57). As a requirement of the total quality approach, those in charge of the organization must be able to act as a team rather than acting individually in order to ensure customer satisfaction and competition through the production of quality goods and services. In addition, giving importance to R&D studies

They have to reduce costs, increase efficiency and shorten service delivery times by constantly renewing their technologies. Another important issue that should not be ignored in this process is the continuous improvement of employee satisfaction.

Management

An organization is a structure created to transform individual and organizational tasks into productive relationships. Management, on the other hand, is about making decisions and directing individuals to achieve the goals set by leaders. Organization and management both aim at the control of human and other types of resources. The management hierarchy based on the superior-subordinate relationship creates a surveillance and control network (Ergun 2004:3).

Public administration is a social process consisting of a series of functions that direct people towards a certain goal. These functions are generally listed as planning, organizing, directing or leadership and control in the management literature. These functions are in interrelationships with each other and each is a subsystem of the management whole. It has been accepted that these functions are vital for managers at all levels in any organization, from the top to the bottom (Ergun 2004:4).

Guardianship supervision

The concept of guardianship, which is essentially a private law term, in this field means placing under the control of a person authorized by law in order to protect the interests and protect the interests of those who lack the ability to manage themselves, such as minors and disabled people. However, the purpose of tutelage, as used in public law, is rather than the protection of decentralization and its interests, which is limited in terms of authority; It is based on the protection of the public interest against dangers such as possible excess of authority, usurpation of authority or other unlawful acts by these organizations. When viewed from this perspective, it can be seen that there is a difference in meaning and scope between the two concepts of tutelage (Tortop, 1999: 15; Demir, 2006: 89). While the concept of guardianship plays a more protective role in private law; In public law, it generally undertakes an audit function to ensure compliance with legal rules (Önen, Eken 2016:216-234).

Within the constitutional and legal framework of our country, tutelage control is a form of administrative control carried out by the central government over local governments in order to carry out local services in accordance with the integrity of the administration and to provide better service to the public. When this form of control is implemented in a necessary and beneficial way on local governments, local services will be better provided. However, in our country, tutelage control is mostly used to limit the autonomy of local governments (Önen, Eken 2016:216-234).

There are many definitions that are close to each other regarding administrative tutelage. Administrative tutelage is generally defined as the authority of the central government to supervise the decisions and activities of local governments (Onar 1966:622). According to one definition, administrative tutelage is the control authority that the central government, representing the state legal entity, has over decentralized institutions in order to ensure that the state administration and public services are carried out as a whole and in harmony (Günday 1999:56-57). According to another definition, it is the power to control the organs, personnel, actions and transactions of decentralized institutions, given by the central government and its provincial extensions in order to protect general and local interests, and to control the executable decisions, administrative acts and movements of decentralized governments and to overturn these decisions. It is the set of powers (Kalabalik 2005:729). In this way, the central government will be able to limit the organization and activities of decentralized institutions in line with its own desired goals (Önen, Eken 2016:216-234).

Administrative tutelage is a limited control authority that the central government has over the actions and transactions of decentralized institutions, provided that a legal regulation has been made beforehand (Gözler 2007: 43). In other words, this authority is exercised by one of the two public legal entities over the other, within the limits and limits clearly stipulated by law, for the formation of bodies, personnel, and the actions and transactions of the administration (Derdiman 2007:75). With this control, decentralization ensures that the center acts in accordance with the principles, standards and principles previously determined (Önen, Eken 2016:216-234).

Organizational behaviors within the political and bureaucratic structure of municipalities

When it comes to local governments in Turkey, the first institutions that come to mind today are special provincial administrations and municipalities. Local governments carry out their duties within the framework of certain principles and rules in order to fulfill their duties and objectives. The rules imposed due to their duties sometimes cause slowdowns in service delivery, and these slowdowns cause the public to complain.

The organizational forms of municipalities differ from the central government

It is clear. The highest decision-making body of municipalities is the councils formed by the representatives of the people elected through elections. The public participates in decision-making processes through their representatives. Since representatives, that is, members of the parliament, are in very close contact with the public, they have to be more careful in considering the interests of the public in the decisions they make. Again, council members have the opportunity to supervise the mayor, who is in executive position, and therefore the municipal bureaucracy, through the various commissions they form within the council.

The decisions of the municipal council to establish, abolish, merge, divide, determine and change the names and boundaries of neighborhoods within the municipal borders come into force with the approval of the governor upon the opinion of the district governor (Municipal Law No. 5393 Article: 9). This situation gives the governor the authority to control the appropriateness of the decision taken by the municipal council. Contrary to the freedom given to the decision of the municipal council in general, imposing a limitation on these issues is incompatible with the autonomy of local governments.

Another body in municipalities is the municipal council, which consists of members elected by the municipal council and members assigned and appointed from within the bureaucracy by the Municipality Law and the mayor. While the municipal council fulfills its duty to implement the decisions of the municipal council, on the other hand, it has the duty and authority to review the strategic plan, annual work program, budget and final account and express its opinion to the municipal council.

The mayor is the highest manager representing the legal entity of the municipality. While the mayor exercises this power of representation, he also presides over the municipal council and municipal council. In addition to fulfilling the duties assigned to it by law, it carries out the appointment of personnel to work in the municipality. In other words, it is the chief who is authorized to appoint.

Based on its administrative tutelage authority, the central government can constantly supervise the implementation of the decisions of local governments. This inspection is usually carried out through actual inspection, which is in the form of inspection and control upon application of a complaint. The control exercised over actions includes not only positive actions, but also actions that are legally required to be taken but not done or neglected to do, in other words, negative actions (Kararslan, 2008, 217-218; Önen, Eken 2016:216-234). . The fact that the central government continues to carry out its duties within the scope of the controls it carries out based on its administrative tutelage authority, and even the political power frequently resorts to this control method, may cause the mayor and the municipal bureaucracy to act hesitantly. This situation poses a serious obstacle for local government organizations and organization employees to enjoy their work and work enthusiastically.

Conclusion

One of the most important features of bureaucracy is that transactions are carried out according to predetermined written rules; Achieving organizational goals within the shortest possible time period is an indispensable requirement to achieve objectives such as impartiality, speed and efficiency, as well as a legal requirement. Therefore, every administrative action must have a legal basis and be carried out in accordance with the law (Gözübüyük, Smartoğlu 1996:241). Because this is necessary in order to determine the responsibilities arising from managerial transactions. With the effect of this obligation and other obligations, it would not be wrong to say that the public bureaucracy is more rule-bound and formalistic than the bureaucratic organizations in the private sector (Yilmaz, Rehber 2002:18). This also applies to the bureaucracy of local governments. Therefore, it is of great importance that the municipal bureaucracy is determined in accordance with the principle of merit. Lack of qualifications, unqualified employees, insufficient wages, inefficiency, lack of motivation, low morale level and similar reasons can cause the corruption problem created by the social system in which employees work.

While centralized administration is defined as the concentration of all public power in a central authority and all services being planned and managed centrally; Decentralization, on the other hand, is expressed as the withdrawal of some public powers from the central authority in order to be transferred to a less competent authority in order for the public service to be performed by public legal entities other than the legal entity of the state, due to its nature (Önen, Eken 2016:216-234).

The administrative tutelage authority that has been exercised so far in our country, as a result of distrust of organizations other than the central government and seeing them as inadequate, is over the decisions, actions and transactions, organs and personnel of these organizations; It was generally implemented strictly in the form of approval, postponement, reversal, decision-making by replacing the management that made the decision in question, and obtaining prior permission (Keleş, 2006: 376) (Önen, Eken 2016:216-2).

In the process of fulfilling the public service that public officials expect from local governments, it will be useful to highlight the constructive aspect of administrative tutelage supervision, which is aimed at motivating and educating employees rather than finding faults and punishing, and may lead local government organizations and public officials in the organization to provide more rational service.

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POST 2024 BUDGET OUTLOOK: ENHANCING MICRO, SMALL AND MEDIUM BUSINESS ENTERPRISES (MSMEs) OPERATIONS AND PROFITABILITY IN GHANA

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Micro, Small, and Medium Business Enterprises (MSMEs) play a vital role in the global economy, contributing significantly to job creation and economic growth. However, they often face challenges in competing with larger enterprises due to limited resources and capabilities. One way for MSMEs to overcome these challenges is through deliberate collaborations with other MSMEs and Technology Solutions Development companies.

There is a general concern that the impact of Ghana's budgets and fiscal financial policies on our Micro, Small, and Medium Enterprises (MSMEs) can be significant and multifaceted.

Here is a summary of some relevant ingredients in any budget and fiscal policies that may affect MSMEs and will require MSMEs to deliberately consider when negotiating a joint venture collaboration:

1. Taxation and Incentives:

The allocation of tax rates, incentives, and exemptions in the national budget can directly influence the financial burden on MSMEs. Lower taxes and targeted incentives can encourage growth and investment in these businesses.

2. Access to Finance:

Budgetary decisions regarding government-backed loan programs or credit guarantees can enhance or restrict MSMEs' access to finance. Policies that facilitate affordable credit are vital for their development.

3. Regulatory Environment:

Fiscal policies can shape the regulatory environment in which MSMEs operate. Streamlined regulations and reduced bureaucratic barriers can lower compliance costs and improve the ease of doing business.

4. Infrastructure Investment:

Budget allocations for infrastructure development, such as transportation and utilities, can impact the logistical efficiency of MSMEs, reducing operational costs and improving access to markets.

5. Education and Training:

Investments in education and skills training programs can enhance the human capital of MSMEs, making them more competitive and adaptable to changing market demands.

6. Market Access:

Budgetary decisions related to trade agreements, export promotion, and market development can open new markets for MSMEs, stimulating growth and export opportunities.

7. Inflation and Exchange Rates:

Fiscal policies that affect inflation rates and exchange rates can influence the cost structure and competitiveness of MSMEs, especially those engaged in import or export activities.

8. Social Safety Nets:

The budget can include provisions for social safety nets, which can indirectly benefit MSMEs by supporting the purchasing power of consumers and stabilizing demand for their products or services.

9. Government Procurements and Local Contents:

Policies related to government procurement can either facilitate or hinder MSMEs' participation in public tenders, affecting their revenue streams.

10. Research and Innovation:

Budget allocations for research and innovation can lead to the development of new technologies and business solutions that MSMEs can leverage to improve productivity and competitiveness.

Therefore, it's essential for MSMEs to stay informed about budgetary decisions and engage with relevant government agencies, industry partners, collaborators, and associations to advocate for policies that support their growth and sustainability.

Bearing this in mind a deliberate effort to promote collaborations and partnerships between MSMEs and Technology Solutions and Development companies in Ghana holds immense potential for enhancing business operations and profitability.

This can be done through strategically leveraging technology solutions and sharing costs and profits. By creating these collaborations MSMEs can overcome technological barriers and thrive in today's digital economy.

This feature explores the benefits of such collaborations and offers recommendations for enhancing business operations and profitability through these partnerships.

There is no gain in saying that Micro, Small, and Medium Business Enterprises (MSMEs) are the backbone of Ghana's economy, but they often face challenges in adopting and leveraging technology and governmental interventions to enhance their operations and profitability. Therefore, a deliberate collaboration between MSMEs and Technology Solutions and Development companies including advisory services can bridge this gap, offering mutual benefits.

This feature further explores the potential advantages of such business-to-business (B2B) collaborations and offers recommendations for maximizing their effectiveness.

Benefits of such Collaborations could include:

1. Access to Technology:

MSMEs can gain access to cutting-edge technologies, software solutions, and expertise that would otherwise be cost-prohibitive to develop in-house.

2. Operational Efficiency:

Technology companies can help MSMEs streamline their operations, automate processes, and improve overall efficiency, reducing operational costs.

3. Market Expansion:

Collaborations can enable MSMEs to expand their market reach by leveraging digital solutions for e-commerce, online marketing, and reaching customers beyond their immediate geographic location.

4. Innovation:

Technology companies can foster innovation within MSMEs, helping them develop new products, services, or business models to stay competitive in rapidly evolving markets.

5. Data-Driven Decision-Making:

Collaborations can empower MSMEs with data analytics tools, allowing them to make informed decisions and adapt to market trends.

Recommendations for Successful Collaborations:

1. Needs Assessment:

Conduct a thorough assessment of the technology needs and capabilities of the MSMEs. Understand their specific challenges and areas where technology can drive improvements.

2. Strategic Partnerships:

Seek technology partners that have a track record of working with MSMEs and a deep understanding of the Ghanaian market.

3. Customization:

Tailor technology solutions to the unique requirements of each MSME. One-size-fits-all solutions may not be suitable for diverse businesses.

4. Cost and Profit-Sharing Agreements:

Establish clear agreements that outline how costs will be shared during the collaboration and how profits, cost savings, or revenue increases will be distributed.

5. Capacity Building:

Provide training and support to MSMEs to ensure they can effectively use and maintain the technology solutions provided.

6. Data Security:

Ensure that data security and privacy measures are in place to protect both MSMEs and their customers' sensitive information.

7. Monitoring and Evaluation:

Continuously monitor the progress of the collaboration, track key performance indicators, and make necessary adjustments to achieve desired outcomes.

Business to Business

Business-to-business (B2B) interactions within the Micro, Small, and Medium Enterprises (MSME) sector in Ghana are a crucial aspect of the country's economic landscape. In this context, B2B refers to transactions or collaborations between different businesses, rather than between businesses and individual consumers. B2B interactions in the MSME sector in Ghana are integral to the country's economic development, facing both opportunities and challenges. The landscape is characterized by diversity, innovation, and a growing inclination towards digitalization and sustainability.

The MSMEs must also consider business-to-business partnerships. Here are a few benefits of such Collaboration:

1. Resource Pooling:

Collaboration allows MSMEs to pool their resources, including finances, expertise, and infrastructure, enabling them to undertake larger projects or expand into new markets.

2. Risk Sharing:

By working together, MSMEs can share the risks associated with business endeavors, reducing individual exposure to financial and operational uncertainties.

3. Access to New Markets:

Collaborations can provide access to new customer segments, geographies, and distribution channels, helping MSMEs expand their market reach.

4. Knowledge Exchange:

MSMEs can benefit from knowledge sharing and skill transfer, leading to improved product quality and innovation.

5. Cost Efficiency:

Collaborative efforts can result in cost savings through economies of scale, joint procurement, and shared operational expenses.

Recommendations for Successful Collaborations:

1. Clear Objectives: Define the objectives and expected outcomes of the collaboration, ensuring that all parties have a shared vision of what they aim to achieve.

2. Strategic Partnerships: Choose partners strategically based on complementary strengths, resources, and capabilities. Assess potential collaborators' reputations, financial stability, and alignment with your business goals.

3. Legal Agreements: Draft comprehensive collaboration agreements that outline roles, responsibilities, profit-sharing mechanisms, dispute resolution processes, and exit strategies.

4. Effective Communication: Establish open and transparent communication channels among collaborators to foster trust and facilitate timely decision-making.

5. Continuous Evaluation: Regularly assess the progress of the collaboration and adjust strategies as needed to stay aligned with changing market conditions.

6. Technology Integration: Leverage digital tools and technologies for efficient communication, data sharing, and project management within the collaboration.

7. Capacity Building: Invest in training and skill development to empower employees and partners with the necessary capabilities for the collaboration's success.

Conclusion:

Deliberate collaborations between MSMEs offer a pathway to enhanced business operations and profitability. By leveraging each other's strengths and resources, MSMEs can mitigate risks, access new markets, and achieve sustainable growth. Implementing the recommended strategies can help MSMEs unlock the full potential of such partnerships and thrive in an increasingly competitive business landscape. Implementing the recommended strategies can pave the way for successful partnerships that benefit both parties and contribute to economic growth in Ghana.

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PSYCHOLOGICAL AND SOCIOLOGICAL SOLUTIONS IN CHILD NUTRITION

Professor Dr Kursat Sahin Yildirimer* and **Associate Professor Dr Derya Yentur***

The complete version of this summarised article is available at:
http://www.stclements.edu/Articles/ChildNutri.pdf

Abstract

This study integrates psychology and sociology to analyze child nutrition, exploring emotional factors in eating habits, assessing family dynamics, stress, and cultural influences on dietary preferences, emphasizing the societal impact of economic factors, and proposing solutions for developing healthy habits in child nutrition.

Keywords: *Child Nutrition, Psychological Factors, Sociological Influences, Emotional Bonds, Social Norms, Cultural Values, Economic Inequality, Advertising Impact, Dietary Habits, Child Health, Psychosocial Development, Family Relationships.*

Introduction

Nutrition, life quality, disease prevention; influenced by genetics, family, environment (Smith, 2020; Jones et al., 2018). Early eating attitudes may lead to disorders (Ayaz, 2021). Genetics play a hereditary role (50-83%) in eating disorders, impacted by biology, psychology, sociocultural factors. Emotional states influence eating behaviors (Faraji & Firat, 2022). Child nutrition, vital for development, influenced by family, stress, culture. This study integrates psychology and sociology, analyzing child nutrition, emphasizing emotions, family dynamics, cultural factors. Contribute to children's healthy eating habits holistically, referencing Prof. Dr. Kürşat Şahin Yildirimer, Assoc. Prof. Dr. Yildirim Bayezit Deldal, and colleagues' original study (2023) in Istanbul's Bahçelievler middle school.

Methodology

This paper integrates psychological and sociological perspectives on child nutrition, exploring emotional factors, child development, and family relationships (Smith, 2018). Sociological analysis considers cultural norms, social expectations, and advertising (Brown, 2020). The study, based on a field study in a Bahçelievler middle school (Yildirimer & Deldal, 2023), employed Likert-type questions, validated through dietary habit assessments, providing comprehensive insights.

Literature Review

Children's food choices are socially influenced by peers, school, and media (Jones, 2013). The food industry's colorful packaging and characters have negative impacts on healthy eating (Smith, 2019). Sociological research underlines cultural influences on dietary habits globally (Aksoy, 2020). Cultural norms affect preferences, influencing growth and development Psychosocial factors, such as family dynamics and emotional ties, significantly influence children's dietary choices.

Findings

The study led by Prof. Dr. Kürşat Şahin Yildirimer, Assoc. Prof. Dr. Yildirim Bayezit Deldal et al. (2023) reveals insights into secondary school students' nutritional behaviors, utilizing a comprehensive survey with multiple-choice 3-point Likert-type closed-ended questions. Findings discuss the impact of preferences, emphasizing the influence of family (Brown, 2015) and economic status on dietary choices (Wilson, 2018). The study underscores the need for promoting healthy habits in youth for future nutrition policies.

PSYCHOLOGICAL PERSPECTIVE: EMOTIONAL FACTORS IN CHILD NUTRITION

Children's eating habits impact health (Anderson & Lock, 2007; Austin & Sciarra, 2013), shaped by genetics, environment, and socioeconomic status (Birch et al., 2003; Chang et al., 2013). Nutrition meets physical, emotional, and psychological needs, influenced by family communication (Bellows et al., 2013). Parents' attitudes are pivotal, requiring education efforts (Goodman et al., 2020; Başkale, 2010). Open family communication and economic status affect nutrition choices (Balaban et al., 2018; Baysal, 2003). Education level influences children's eating habits (Dilsiz & Dağ, 2018), and parental habits play a key role, emphasizing communication and economic factors in fostering healthy eating (Garro et al., 2005).

Emotional Bonds and Eating Behaviors

Family emotions impact eating habits. Parents' attitudes shape children's choices (Goodman et al., 2020). Food is a daily need and creates shared joy within families (Bellows et al., 2013). Positive family communication promotes healthy eating, while negative environments may raise eating disorder risks. Effective communication allows harmonious nutritional decisions (Balaban et al., 2018). Emotional ties influence food values and dietary choices. Stress-induced hormonal responses, like cortisol release, affect eating habits. Understanding parents' attitudes aids interventions, revealing how emotions impact eating habits.

The Effects of Stress on Nutrition

Children's stress impacts development, necessitates coping skills, family communication (George, 2011). Stress may lead to emotional eating or appetite loss, parents' role in coping strategies emphasized (Birch et al., 2003; Chang et al., 2013; Goodman et al., 2020). Positive family communication crucial for stress management, preventing eating disorders (Dattilo, 2017; Anderson & Lock, 2007; Balaban et al., 2018). Recent research (Yildirimer, Deldal et al., 2023) on students' dietary preferences reveals reliance on ready-to-eat food (82%), low awareness of healthy nutrition (64%). Psychological factors like taste, practicality, emotions, social interaction influence preferences. Lack of knowledge linked to family, environment, school. Study highlights deficiencies in fruit consumption (62%) and irregular adherence to the three-meal rule (60%). Despite challenges, positive aspects include home-cooked meals (76%) and attention to hygiene standards (81%). Need for psychological strategies, family support to enhance stress coping, develop a lifelong healthy lifestyle.

The Sociological Dimension: Cultural and Social Influences on Childhood

Child sociology delves into childhood within social, cultural, and societal contexts, exploring roles, relationships, and experiences (Brown, 2019). Childhood is a social construct shaped by cultural norms and values (Davis, 2021). Sociology of children examines their positions in family, education, media, and the economy (Smith, 2018). Child nutrition is influenced by sociocultural factors like social norms, advertisements, family, and economic status (Jones, 2013). Sociological analysis is crucial for understanding cultural values in children's nutrition (Brown, 2020). Turkish research on children covers rights, education, health, and gender, emphasizing childhood as a social construct (Gümüş, 2022). Child nutrition involves complex sociocultural influences, demanding an interdisciplinary approach (Faraji & Firat, 2022). Despite growing, studies often lack depth and diversity (Aksoy, 2020). Sociological perspectives are vital for a comprehensive understanding of children's societal positions and nutritional experiences (Davis, 2021).

The Role of Cultural Norms and Values

Child nutrition intertwines with cultural, societal, and familial dynamics, shaping dietary preferences. Cultural norms influence choices, seen in Japan's fish consumption and the U.S.'s fast-food prevalence (Smith, 2010; Johnson, 2012). Yildirimer, Deldal et al.'s (2023) study exposes 82% of students favoring canteen-ready meals, reflecting societal trends and a shift from home-cooked options. Economic factors play a role; ready-to-eat choices are economically perceived and may reflect social class distinctions, impacting nutritional inequalities Brown's (2015) and Wilson's (2018) studies reveal economic disparities driving low-nutrient food consumption in low-income families, posing risks to children's health. This signifies a societal nutrition gap, necessitating policy interventions and educational programs for healthier child nutrition.

Family Structure and the Role of Social Environment

Child nutrition, shaped by cultural, societal, and familial dynamics, is sociologically influenced by cultural norms and economic factors (Smith, 2010; Johnson, 2012). Yildirimer, Deldal et al.'s (2023) study reveals 82% of students preferring ready-to-eat meals, aligning with societal trends. Economic accessibility and practicality drive these choices, potentially leading to nutritional inequalities among low-income families . Studies in Turkey affirm these challenges, emphasizing the need for societal solutions Addressing economic impacts on child nutrition requires social policy initiatives and educational programs for healthier habits (Brown, 2015; Wilson, 2018).

Impact of Media, Advertising and Marketing

Advertising shapes children's dietary preferences, crucial in habit formation.Sociological analysis reveals complex influences, colorful packaging fostering brand loyalty (Brown, 2017). Local studies in Turkey, especially targeting children, crucial considering cultural factors. A 2023 Istanbul study found 81% relying on school canteens, often choosing unhealthy options influenced by media (Yildirimer, Deldal 2023). Complex interplay of social, cultural factors, influenced by economic status, gender roles. Bourdieu's "social capital" theory highlights knowledge differences, affecting eating habits. Feminist sociological perspectives emphasize equitable responsibility in nutrition education, reducing gender inequalities. Modernization theories by Giddens and Bauman provide insights into societal changes impacting dietary habits. Understanding informs effective nutrition policies, emphasizing family responsibilities, addressing societal issues.

The Role of Level of Education and Awareness

Education shapes children's nutritional awareness, emphasizing the sociological perspective. Educated families transmit updated nutritional information, fostering healthy habits (Wilson, 2014). It shapes attitudes, societal norms contribute, influencing upbringing. Social interactions on nutrition play a pivotal role, highlighting interconnectedness with education and social factors. Comprehensive evaluation should consider social environment, culture, societal norms. Sociological perspective views child nutrition as a social phenomenon, recognizing interplay of individual choices and broader social dynamics.

Research on Child Nutrition Worldwide and in Turkey

Global child nutrition research considers cultural, social, and economic contexts, enhancing child health. Assessing children's nutritional status involves comprehensive evaluation, encompassing physical health and socio-cultural factors. As of 2023, assessing sociological research on child nutrition is challenging due to factors like research quantity, scope, and quality. Generally, sociological research has grown, supporting more extensive exploration to illuminate factors influencing children's eating habits. Research exhibits diverse perspectives in North America, focusing on fast food, sugary drinks, and obesity. Across Europe, dietary habits vary, addressing nutritional inequalities and positive effects of Mediterranean cuisine. Asia explores diverse dietary habits, while South America centers on local food cultures. Australia focuses on child nutrition, obesity, and food advertising effects, contributing to understanding cultural and social factors.

PSYCHOSOCIAL INTERACTION NUTRITION AND SOCIAL RELATIONSHIPS

Nutrition, social interactions, and cultural influences shape children's eating habits, impacting their development significantly. School programs and canteens, along with societal norms and advertising, play crucial roles. Friend groups and cultural expectations influence dietary choices, linking food to social status. Advertising, employing colorful packaging, shapes children's preferences. Understanding the psychosocial interaction in child nutrition, considering psychological and sociological factors, is vital for promoting healthy eating habits (Smith, Johnson, Brown, Jones, Wilson, Miller, Yildirimer & Deldal).

CONCLUSION DISCUSSION AND RECOMMENDATIONS

Understanding the psychosocial aspects of child feeding is crucial for enhancing dietary preferences. However, to grasp this complex topic fully, further in-depth research is essential. Dietary habits profoundly impact individuals' quality of life, necessitating a holistic approach merging psychology and sociology contributions. Psychology delves into the psychological factors shaping eating habits, such as emotional states, motivation, and personal taste. Sociology, on the other hand, explores the societal influences, cultural norms, and social interactions affecting dietary choices. Combining these disciplines offers more effective solutions, considering social capital, gender roles, modernization, and education. Integrating psychological and sociological factors can provide a new perspective on nutrition research and aid in developing impactful intervention strategies.

Recommendations include considering social capital in nutrition policies, promoting gender-sensitive education, understanding the modernization-nutrition link, and implementing diverse dietary patterns.

Limitations

Global studies' focus limits generalization due to specific students; future research needs diverse samples.

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LIBYAN PRESS 1866-1922 [Part 2]

Dr Abdullaziz Saeed Swei*

The beginning of journalism in the Arab world:

The Arab world was under the control of the Ottoman Empire when the Arabs knew the press. By order of Constantinople, newspapers were published in most Arab capitals after they entered printing.

Although the first printing known to the Arab peoples dates to a date prior to the beginning of the press, when the Christian missionary printing machines arrived in Lebanon in 1610, and then entered Aleppo, Syria, it was limited to printing religious books alone.

The first newspaper issued in the Arab world was "*at-Tanbih*" (=The Alert) issued by the officers of the French campaign against Egypt in 1798. Then, "Muhammad Ali" the governor of Egypt, following the example of the French, issued the newspaper "*Jornal-Khedhewi*", which was replaced in 1828 by "*Waqi`a Masriya*" (= The Egyptian Incidents), and was considered the first official newspaper issued in Arabic and Turkish Languages. It was followed by many newspapers in some Arab countries that, in one way or another, still belong to the Ottoman Empire. In Algeria, which was known from the beginning with foreign newspapers, the French colonialists issued the newspaper "*al-Mubasher*" (=The Missionary) in 1847, which was the first newspaper to be printed with the Arabic letter in addition to the Latin letter. As for the first popular newspaper issued in the Levant, it was by "Khalil Khoury", who established the newspaper "*al-Akhbar*" (= The News) in 1858.

These newspapers, although most of them were issued in the language of the occupation alongside Arabic sometimes, but they opened doors that were closed to the Arabs, and their keys were in the darkness of the unknown.

And when the Arabs woke up and knew the value of freedom, their voices raised calling for separation from the Turkish state and the evacuation of foreign forces from their lands. This political action played a large role in the increase in the number of popular newspapers. The awakening of Arab journalists or intellectuals came at a time when their country needed their capabilities and ideas. The Arab world at that time was witnessing a violent conflict and a dangerous turning point in which the Arabs stood between Turkey's weaknesses on the one hand and the ambitions of Western colonialism on the other hand. The revolution was imposed in most Arab countries, and the rejectionist separatism movements appeared, newspapers were published in the name of these movements, and their owners contributed with their pens in drawing the people's attention to the danger threatening it from every side and mobilizing it to respond to aggression and comprehensive resistance.

Arab intellectuals have a great contribution to changing the direction of Turkish policy. They were behind the 1908 revolution, through which the revolutionaries tried to avoid danger and save what could be saved. This revolution issued a constitutional declaration requiring reform, advancement, and progress in the face of modern technology that Europe began to display on the borders of the Arab world.

This period witnessed a remarkable press movement. Arab intelligentsia exploited this constitution and used it to serve the Arab people by establishing printing presses and issuing newspapers. They contributed as much as they could to enlighten minds, educate young people, tell the public about what is going on around them, and fill the pages of their newspapers with what the invaders do not like. They were truly a symbol of loyalty, ability, and intelligence.

In the following, we review the first newspapers that were issued in the Arab World, focusing on the newspapers that preceded the Libyan newspaper "*Tarabulus-Gharb*" (=Tripoli the West), so we considered them an extension of it and a complement to its journalistic career, and we did not forget the newspapers that were published afterwards, so we mentioned them very briefly so as not to leave a vacuum that might arouse curiosity for the reader:

a)- In Egypt:

"Waqi'a Masriya" (= Egyptian incidents or events)

The first official newspaper issued in Egypt

1828

(The first official newspaper issued in the Arab World)

The printing press was among the arrangements and supplies that "Napoleon Bonaparte" put in place to ensure the success of his campaign against Egypt, so he made sure to assemble its equipment with the help of the printing presses operating in Paris. When he boarded the sea bound for Egypt, the princely ship "Laurent" had a fully equipped printing press, including French, Arabic and Greek typefaces. Prior to his arrival in Alexandria, the printing press began its work by printing the calls directed to the Egyptian people and some military orders.

Upon his arrival to the beach, he ordered the printing press to be lowered to occupy its place at the house of the Venetian consul in Alexandria, and it continued to publish calls and reports. When the printing press arrived in Cairo, they put it in the house of "Othman Bek Al-Ashkar" in "Azbakeya" Square. In addition to the French newspapers that the printing press reached for publication, Napoleon decided to issue an Arabic newspaper, it was titled “*at-Tanbih*” (= warning) that appeared in the second year of the campaign, that is, the year 1800. Some French intellectuals, orientalists and some Egyptian journalists were editing this newspaper.

If historians admit the failure of that campaign from a military standpoint despite its strength, they mention its benefits. It informed the Egyptian people of many things that they were ignorant of, among them was the printing press and the press and cultural works it produced, away from war and military campaigns. After the French forces evacuated from Egypt, chaos reigned across the country and the Egyptian people stood in the way of the Turks and Mamluks, until he was able to impose “Muhammad Ali” on the conflicting parties in 1806 and install him as ruler of Egypt. After nearly 12 years of war, during which the new governor thought about importing a printing press that would help him form a modern regular army, so he sent people to Germany to learn the art of casting metals and making mother-of-letters, and he was keen on teaching the art of Arabic calligraphy and arranging typographical characters by one of the Indians in Egypt at that time.

In 1821, the equipment of the printing press, which was established by the governor Muhammad Ali, was completed, and it was said that he exploited the remnants of the printing press that the French had left after their campaign against Egypt. Then he appointed its first director, the Syrian “Nicolas Massabki”, who sent him to Milan, Italy, with a group of young men to receive the printing knowledge there. So, he began working to teach the people of Egypt the art of making and plumbing the matrix and patrix of typography. The place of the printing press was in one of the old Cairo neighborhoods called “Bulaq”.

Bulaq's official printing press was limited to the completion of non-journalistic printing works for seven years, during which the governor made some improvements with the aim of issuing an official newspaper that speaks for the state. Muhammad Ali had previously published a monthly newspaper titled “*Jornal Khedhewi*” so he replaced it with a new official newspaper called “*Waqi’a Masriya*” (= Egyptian incidents or events) which was in 1828.

The Egyptian newspaper “*Waqi’a Masriya*” was concerned with publishing government orders and rulings, as well as important incidents and news, and dealt with some literary and social issues to the extent that thinking permitted and authorized by the regime at that time.

This is the first official newspaper known to Egypt. It was published in the Turkish language since its beginning, once a week, every Tuesday, then the Arabic language was added to it, then it became purely Arabic. It is still published to this day and is considered the official newspaper of the state.

It was edited by several great writers at that time, among them the great scholar “Refa’a al-Tahtawi”, Sheikh “Hassan al-Attar” and Sheikh “Shihab al-Din”. And then it was edited by “Ahmad Faris Al-Shidiaq”, Sheikh “Ahmed Abdel-Rahim”, Sheikh “Mustafa Salama”, “Salih Majdi”, Sheikh “Muhammad Abdo”, and others.

On the first issue of “*Waqi’aMasriya*” newspaper published in Turkish Language we recorded these technical notes:

The header (= the title) was the application of the Arabic calligraphy “thuluth”. Above it is a drawing of a vase with roses in the middle of two horizontal lines joined together, on their edges are brief data (date of issue, day of publication, and issue number) written in the handwriting of “Naskh”. This is evidence that the printing press was a stone printing press (Lithograph) at the beginning of its era. The texts were divided into two columns separated by a vertical line that ends into two horizontal lines at the bottom of the page, under which was written an indication that that number was printed at the “Bulaq” printing press.

The Bulaq printing press and its daughter "*Waqi’a Masriya*" newspaper were the main starting point for laying the foundations for printing and journalism in Egypt. Since that date, the establishment of printing presses and the issuance of newspapers have continued in an abundance not seen before in Egypt. As soon as Egypt emerged from the First World War and British protection was imposed on it, the Egyptians began to demand their rights to freedom and independence and the evacuation of the British army from the Nile Valley led by “Saad Zaghloul”. Newspapers suffered from a problem of press censorship, so most national newspapers disappeared. Among the most prominent newspapers issued in the post-World War I period were the newspaper “*al-Minbar*” (= the platform) by “Abd al-Hamid Hamdi” in 1918, “*al-Afkar*” (= the ideas) by “Abu al-EnaynBadr” in 1919, “*al-Haqiqa*” (= the reality) by “Ahmed Farid” in 1919, “*al-Akhbar*” (= the news) by “Amin Al-Rifai” in 1920, “*al-Istiqlal*” (= the independence) by “Mahmoud Azmy” in 1921, and other national newspapers that supported popular movements in combating foreign interference in Egypt. As for the technical professional work, the Egyptian press has developed dramatically since that time until it has become comparable to the world's leading newspapers in terms of good tabulation and abundance of material.

وقائع مصريه

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b)- In Algeria

"al-Mubashshir" (= the Missionary)

The first official newspaper issued in Algeria

1847

(The second official newspaper issued in the Arab World)

French colonialism was a precursor to the conquest of thought before land. History tells us about Napoleon Bonaparte that he brought the printing press, paper, ink, writers and print-experts side by side with cannon, rifle and fighters, when he launched his famous campaign against Egypt, as previously mentioned. His voice reached the ears of the Egyptians before the cannons of his fleets deafened them. His printed papers reached Egyptian soil before the feet of his soldiers stepped over that land.

This is how the French did again when many of the pen-bearers surrendered to the Crusader propaganda while preparing for the occupation of Algeria, and volunteered in the French army, and they were part of the campaign whose leaders and their prime minister insisted on establishing a newspaper upon entering the land of Algeria. Upon the arrival of the campaign there, the first French newspaper named "*Algeria Post*" appeared - for the first time in the history of Algeria - in 1830 (the same year of the occupation). Then the French newspapers continued to publish that called for the "Frenchness" of Arab Algeria, and this concept was entrenched in the minds of Algerians and French together, until the number of those newspapers reached about ten newspapers, before the first Arab newspaper appeared in the country.

The French colonialism noticed that it had not reaped any fruits from those French-speaking newspapers, so he thought of addressing the Algerian people in the only language he understood, which is the Arabic language. At a time when the Algerians were fleeing the Egyptian Arab newspapers, perhaps through Tunisia, which was less controlled by colonialism, or through independent Morocco at the time, or through pilgrims' bags, or other secret means expressed by one of the French writers, saying: "There was a prolific secret port, and a number of oriental newspapers and magazines that helped Maghrebian peoples *(= Libyans, Tunisians, Algerians and Moroccans*) in their reform efforts and made them ever attached to Arab public opinion".

At that time, King "Louis Philippe", who invaded Algeria, ordered the establishment of a newspaper in it, perhaps with the aim of eliminating the nationalist elements that were fighting colonialism in all of Algeria under the leadership of Prince "Abdelqader Al-Jazaery".

Printing was until then stony (lithograph), that did not need letters to collect the material to be printed, it needed only skilled hands in the art of writing (calligraphy). Therefore, it may be assumed that the colonial authorities attracted some Algerian people for this purpose. On 9-5-1847, the first issue of "*al-Mubashshir*" newspaper was published, which was said to have been printed in its first issue in a lithograph, and then an automatic printing press was allocated for it three years later.

The newspaper "*al-Mubashshir*" was published twice a month, with three small pages. When they brought it a modern printing press, the size and number of its pages increased, so it was published every week, then twice a week. The newspaper was run by French employees of the General State, assisted by some Algerians. Its administration has resorted to attracting a number of weak-minded people and their mockery to translate the newspaper's articles into Arabic, and this is the reason for the weakness of the translation in terms of its distance from the rules of the Arabic Language and its proximity to the local dialect and foreign words, which made the meanings of its texts ambiguous and incomprehensible at times.

The newspaper was usually interested in publishing orders issued by the colonial authorities, local news from the three regions of Algeria (=*Algeria, Constantine and Oran*), foreign news from France and its colonies, as well as news of appointments to official jobs and the movement of government men. It was also interested in publishing some Arabized scientific articles in history, geography, astronomy, agriculture, trade and industry, as well as some literary topics borrowed from myths and legends, such as the public book "alf Laila wa Laila" (= a thousand and one nights) or cheap tales.

Although the purpose of this newspaper was colonial, it had benefits in return. It opened the eyes of Algerian intellectuals to something new, and perhaps it may have benefited them with its articles, whose owners tried to simplify some scientific and educational issues.

As for its technical and external appearance, according to its issue published in early 1915, it does not differ from the Arab newspapers published in those days. Its header, for example, was an attempt to apply the Arabic "thuluth" calligraphy, surrounded by lines in the form of rays in an oval shape. Some of the data is distributed on the two edges of the header and some below it. The dates of the issue are sandwiched between two horizontal lines at the bottom of the header, one of which is in the middle of a crescent drawing surrounding a star. Its typographical character is one of the Arabic letters that became common among "Maghrebian" intellectuals. It was the same combination of the letter with which the "*al-Raed al-Tunisi*" (= Tunisian Pioneer) newspaper was printed in Tunisia. And other manifestations of the Arabic letter used in the late nineteenth century.

When the capabilities became available for the "Eastern Printing Press" owned by the "Fontana" brothers and their partners, "*al-Mubashshir*" began to be published twice a week (Wednesday and Saturday), so the Saturday issue was published in Arabic because, according to the claim, it includes what concerns Muslims.

This is the newspaper "*al-Mubashshir*" issued by the French occupation in Algeria, which was considered the first newspaper known to the countries of the Arab Maghreb, and the second official newspaper in the Arab world after the "*Waqi'a Masriya*" newspaper. As for the first popular newspaper in Algeria, it was titled "*al-Montakhab*" (= the Elected) in 1882. As its editor-in-chief was a Frenchman called "Pierre Etienne". Most of its materials were published in the French language, and then translated by Algerian translators. It was calling for the integration of Muslims into the French, and demanded the government for equality between them, and condemned the policy of arbitrary tax collectors, and criticized the position of the colonialists who hate the people of the country. So, those colonists launched a campaign against this newspaper, and the French governor-general sympathized with them, so he also fought it until they forced it to stop in its second year.

This is how the French and Arab newspapers were established in Algeria. Among them were spiking for the state of colonialism, while others were speaking on behalf of the colonialism opponents. But the latter were always facing violent conflicts from the French and Jewish settlers. Despite that, they opened the door in front of Algerian intellectuals to participate in the enlightenment of Algerian public Islamic opinion. But all those newspapers were managed by the French directors and published under their supervision, according to the press law prevailing at that time.

With the beginning of the twentieth century, Algerian intellectuals began to absorb their journalistic role, so they started to publish newspapers in both Arabic and French to demand their rights. Among the most prominent of those newspapers was "*Thu al Faqqar*", which was the first Algerian newspaper to be edited, wrote its subjects, drawn its pictures, directed and printed by one person: "Omar Rasim". It was a strongly-worded, social and religious newspaper. However, French colonialism held its breath and closed it after the publication of its fourth issue. Then the Algerian Arab newspapers continued to be published during and after the First World War, until in 1940 their number reached nearly 50 newspapers, all of them Arabic in language, Algerian in administration and patriotic in supervision.

During this period, Algerian newspapers witnessed an unprecedented development in terms of journalistic style and artistic form. Algerian journalists demonstrated their ability to shoulder their journalistic responsibilities and perform their patriotic duty towards their people, their nation and their religion. It seems that the number of printing presses has increased not only in the capital, but in all other states. Newspapers changed shape and carefully handwritten headlines appeared on them. However, the French occupation remained behind those developments, fighting it and limiting its activities until Algeria became independent and had its pure national press aimed at reforming what was corrupted by colonialism for more than 130 years.


المبشر

الورقة الخبرية الرسمية الجزائرية صدورها مرتين في كل اسبوع

يوم الاربعاء ويوم السبت

• يوم السبت ٩ جمادى الثانية سنة ١٣٣٣ •

• يوم السبت ٢٤ أبريل سنة ١٩١٥ •

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c)- In Lebanon:

"Hadiqat al-Akhbar" (= News Garden)

The first official newspaper issued in Lebanon

1858

(The third official newspaper issued in the Arab World)

Lebanon knew printing before other Arab countries. Historians have mentioned that the monks of the Maronite community brought with them a printing press after the end of their mission to Rome in 1610, as its letters were Syriac, but it did not carry out any printing work except for the book "Psalms" that was printed in the same year. In the year 1733, the deacon "Abdullah al-Zakher" established an Arabic printing press in the monastery of Saint John. Next were the printing press of Saint "Gower Jayous", and a second printing press in "Qozhaya" monastery.

In the year 1834, the American printing press was formed, which established the rules of printmaking in Lebanon, and like what this printing press did in creating many books, it also contributed to publishing newspapers and magazines. In the year 1851, it printed the magazine "*Majmouat al-Fawaed*" (= Group of Benefits), which was issued annually by the American missionaries in Beirut, and was considered as the first periodical to be published in Lebanon, but its topics did not deviate from the scientific and religious aspect.

In 1848, the Catholic Jesuits established the third printing press in Beirut. And since it was a small stone printing press, it did not fulfill the purpose for which it was founded, which forced the monks to stop working for five years, then brought it complete equipment to compete with the American printing press, so it acquired Arabic letters that are renewed from time to time. The capabilities of that printing press made it possible to produce many religious books and in many copies. In its new era, the Vatican Council's newspaper was published.

All the printing presses operating in Lebanon until the first mid of the nineteenth century were printing presses installed in the corridors of the monasteries to stimulate and expand the religious movement, and thus they were supported by Christian groups and missionaries. But in one way or the other, they had benefited Lebanon culturally: Printing advanced, press activated, and many printing presses were established.

Among those printing presses was the "*Syrian Printing Press*" which was founded in 1857 by the former director of publications, "Khalil El-Khoury" which is the fourth printing press established in Beirut and the first one owned by a single person. Its owner brought it typographic tools from France and Britain. As for the letters, some were brought from the Catholic printing press mentioned before.

In the second year of the establishment of the Syrian printing press, that is, the year 1858, its founder issued the "*Hadiqat al-Akhbar*" (= News Garden) newspaper, which was the first popular Arab newspaper not only in Lebanon but in the entire Arab East, and then the Turkish government took it as its official newspaper. That was in the year 1860 when the governor "Fuad Pasha" came and assigned it to serve the government affairs, because it was the only newspaper issued in the country (Syria and Lebanon), so he used it as the official newspaper until the official "*Al-Suriya*" newspaper was published, as will be mentioned below.

In 1868, "*Hadiqat al-Akhbar*" was published in both Arabic and French, because "Franco Pasha" made it the official newspaper of his government instead of the canceled "Lebanon" newspaper, and for that its owner received a monthly salary of 30 Ottoman pounds (= Lira). After the government of the mountain (= Mount Lebanon) cut off the salary from the newspaper, "Khalil Khoury" continued publishing it on his account until his last days. Then his brother took over the supervision of it, and it continued to appear irregularly until the year 1911, when it finally ceased publication after it reached a total of 2,973 issues from its issuance until it ceased.

Lebanese newspapers since that date (until almost now) have been speaking on behalf of some religious sects that competed in publishing newspapers and magazines and competed in broadcasting propaganda for their faith and defending their interests, and then transformed over the years into national comprehensive newspapers and magazines, even if they were not completely liberated from their religious character. However, from the end of the nineteenth century until the First World War, the trends of newspapers changed, and most of them took on an excellent patriotic spirit that opposes the Ottoman occupation openly and invisibly and calls for independence, and calls for Arab nationalism, especially after the declaration of the Ottoman constitution in 1908. Lebanese journalists contributed to the liberation movement to the point that many of them were taken to the gallows.

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d)- In Tunisia:

"ar-Raed at-Tunisi" (= the Tunisian Pioneer)

The first official newspaper issued in Tunisia

1860

(The fourth official newspaper issued in the Arab World)

Despite the attempt of "Ahmed Bey the First", who declared the secession of Tunisia from the Ottoman Empire, even after that, it was still an Ottoman province that received orders from "Astana". One of the reformers in it, the minister "Khair ad-Din", wanted to make it a civilized state in all fields. He was able to overcome all the difficulties represented by the lack of financial resources and the theft and squandering of some ministers who were not committed to money. He introduced several organizations to the state's cultural apparatus. He established the modern "Sadiqia" school, organized education at "Az-Zaytouna" Mosque, and established the "Endowments" administration and many other accomplishments.

When "Khair Ed-Din" resided in France and Europe for three years (1856-1859), he was as a representative of the Tunisian government and defender of it, before the International Court in a lawsuit against it. He took advantage of his presence there and negotiated with one of the French Orientalists residing in Marseille, "Corletti", editor of "Mercury" newspaper, to go to Tunisia after closing his printing press and stopping his newspaper, to start managing the printing press that the state will establish there and editing the newspaper that will be issued, in return for an annual amount of 20,000 riyals for a period of 15 years.

On this basis, the contract was signed between the Tunisian government and the French journalist. When the man arrived in the country, he found a printing press that had been established by a British resident in the same year 1859, so the government bought it and the French journalist started his work in it.

After Minister Khair Ed-Din prepared all the conditions and provided all the printing, technical and editorial capabilities for the newspaper to be established, the first issue of "*Ar-Raed At-Tunisi*" newspaper was published, and that was in the eighth month of 1860, that is, one year after the British "Richard" established the first printing press in Tunisia.

"*Ar-Raed At-Tunisi*", like other newspapers of the Ottoman provinces, was published weekly (every Wednesday) with four pages in Arabic only, divided into two parts:

The first: an official section, which is a special for publishing orders and decisions of the government and everything it wants to inform the public, including the prices of meat, vegetables, legumes and others.

The second: an unofficial section, which is concerned with publishing news and external events, especially those related to the Ottoman Empire or anything related to it. Besides the newspaper's interest in literary aspects, it used to publish some story chapters, poems and others. This indicates that it was an official government newspaper and a popular public at the same time. It was said that the Lebanese journalist "Faris Al-Shidyaq" was editing it on the authority of his friend Albay.

The newspaper used to get its news from the big ministry in Turkey, after it was prepared by the committee formed of state employees, which usually includes among its members translators from foreign languages: Turkish, Italian and French. It also reported some news from other Arab newspapers, in which the government subscribed for this purpose. The Post played a big role in delivering that news, as it used to reach the capital from the east and west once a week.

As for its internal technical and external appearance, according to one of the issues issued in its sixth year, it is a newspaper printed in the old typeface in which double-letter combinations abound, on a single page three columns. The letterhead is manuscript in "Thuluth" script. It is decorated with a wreath of flowers whose edges meet at the folio used as its emblem. On the top line are the dates of the issue, separated from the header by a horizontal line and the data around it (newspaper appointments, price inside and outside, subscription price). Directly below the header are two horizontal lines inside them (an alert about the messaging method and advertising rates). Directly below it comes the distribution of the separated material, its three columns with two precise vertical lines.

This is how the official "*Ar-Raed At-Tunisi*" newspaper began its publication and has maintained its curriculum for more than twenty years. When the country was hit by the French occupation (1881), the protection government changed that curriculum, so the newspaper was limited to publishing the orders, decisions, and communications of the French colonialists. As for the informal section, it also included legal declarations and the like, according to the new regulations imposed on the Tunisian people. It is known that this newspaper is still published until now, as it is devoted to publishing new laws and decisions issued by the state, and it is currently known as "*Ar-Raed Ar-Rasmi*" newspaper (= the Official Pioneer).

This was the foundation of the official newspapers that are usually issued by governments. As for the popular newspapers that Tunisia knew, they were during the French occupation. On 18-08-1888 the newspaper "*Al-Hadhira*" (= the City) was published, which focused on the news in addition to literature, historical studies, issues of education, economics and others. It was edited by many of the intellectuals of that generation. And it continued to be published for more than 25 consecutive years. Then, in the same year, it was followed by "*Al-Qasba*" (= the Castle) newspaper, then "*Nataej al-Akhbar*" (= Results of News) newspaper the following year. And the newspapers "*Az-Zahra*" (the Flower) and "*al-Mubashshir at-Tunisi*" (= the Tunisian Missionary) in 1890. And the newspaper "*Al-Muntathar*" (= the Expected) in 1892. And "Al-Basira" (= the Insight) newspaper in 1893. Then the famous national newspaper "*Sabil Ar-Rashad*" (= the Cress Path) appeared in 1895 by the Tunisian freedom fighter "Abdel Aziz Al Thaalbi". And the newspaper "*Lisan al-Haq*" (= Tongue of Right) by the militant "Mohamed Bourguiba".

When the French government realized the danger of the tabloid newspapers, in 1897 it imposed a financial guarantee of 6,000 francs on every Arab newspaper. The newspapers were suspended and stopped by that unfair law, leaving only the "*Al-Hadhira*" newspaper, whose owners could pay the imposed value. However, after years the government turned a blind eye to that law, so the popular newspapers began to appear again and with more power, especially with the beginning of the twentieth century. It contributed greatly to spread awareness and alertness among the masses of the people and fanned the fire of the revolution against the colonialists until the country got rid of it completely (on 1957).


الرائد التونسي

قسم رسمي

قسم غير رسمي

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e)- In Syria:

"As-Suriya" (= the Syrian)

The first official newspaper issued in Syria

1865

(The fifth official newspaper issued in the Arab World)

Printing did not enter Syria through the Turkish governors, as happened in most of the Ottoman provinces, as they were preceded by the Christian clerics who established the first printing presses in Lebanon in 1610. As for Syria, the Royal Patrick "Athanasius Debbas" returned to it from Greece in 1704, where he learned about the benefits of printing, and decided to establish a printing press in the city of Aleppo. The first work done by that printing press was the Book of Psalms. This Royal Patrick had a good relationship with "Abdullah Az-Zakher" (previously mentioned when talking about the Lebanese press), so Az-Zakher made the first typography in the Arab East.

Then, four other printers were established in the cities of Damascus and Aleppo, but they were all concerned with religious matters, and a few literary matters, and they did not carry out any journalistic work at all.

Syria has remained without a press for nearly a century and a half since the printing press entered it, while the newspaper "*Hadiqat al-Akhbar*", which was founded by "Khalil al-Khoury" in 1858, was published in Beirut, and was the first political newspaper to be published weekly. When this newspaper became very popular in Syria, the governor "Fuad Pasha" adopted it as the official newspaper of the Ottoman Empire in this country in 1860.

In the year 1864 the Ottoman government established the first official printing press in Syria, it was in Damascus. "Khalil El-Khoury" was brought in from Beirut specifically to organize the printing press' affaires. He managed it for a year, during which he was able to train several skilled workers in the arts of printing.

The establishment of this printing press comes in fulfillment of the Ottoman Empire's desire to issue an official newspaper that speaks in its name, like the widespread Lebanese newspaper "Al-Khoury" in Damascus. After the printing press had been completed and its workers absorbed the way it would operate, on 19-11-1865, "*As-Suriya*" newspaper was published in Arabic and Turkish.

And since it is the official newspaper that speaks for the state and enjoys its support, it continued to be published for a long period of time that exceeded 50 years, which ended with the extinction of the Ottoman Empire from Arab countries following the First World War in 1918.

As for the city of Aleppo, which knew printing before Damascus, its governor "Jawdat Pasha" established another printing press that he devoted to printing the newspaper "*Ghadeer Al-Furat*" (= Euphrates Brook), which speaks for the state of Aleppo, which was published in 1867 in three languages: Arabic, Turkish and Armenian. It lasted about 50 years as well, and then it became invisible due to the circumstances that befell its predecessor.

This is what was from the governors of the Ottoman Empire. As for the popular activities, the first person to establish a national newspaper was the well-known Syrian intellectual "Abd al-Rahman al-Kawakibi" who published the newspaper "al-Shahba" in Aleppo in 1877 (Aleppo city was known as "Grizzly Aleppo"). Then, two years later, was followed by the newspaper "*Dimashq*" (= Damascus) by its owner "Ahmed Izzat Pasha Al-Abed". The first magazine published in Syria was entitled "*Miraat al-Akhlaq*" (= The Mirror of Ethics), which was published in 1886, but it did not last long.

Thus, the popular newspapers in this Arab country continued to be published slowly. As soon as the Ottoman constitution was declared in 1908, newspapers were published in Syria in an unprecedented way. The total number of newspapers published in Damascus, Aleppo, Homs, Hama, Latakia and Deir Ezzor, from 1908 until the declaration of the First World War in 1914, reached more than 100 newspapers and magazines. This is thanks to the declaration of the Ottoman constitution, which gave the press relative freedom, as the government tolerated granting concessions and publications to its citizens, and the mail wages for newspapers were reduced significantly, which led to their rapid spread. Those facilities did not apply to Syria alone, but to all other Ottoman provinces. (it will be continued).

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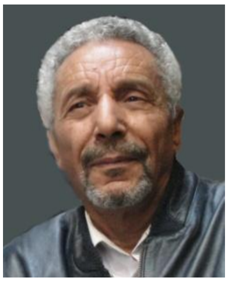
About the Author



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***Note:** Dr Swei's Article: Libyan Press 1866-1922 [Part 1] is available at https://www.stclements.edu/Veritas/VERITAS%20November%202023.pdf*

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- Notes
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AUTHOR'S DETAILS

New authors are asked to submit the following with their paper:

- Details of their academic qualifications
- Their current place of work – title, address
- A head and shoulders photograph of themselves
- Their email address

SUBMISSION

All articles must be submitted by email

FORMAT

Contributors are asked to observe the following format where possible:

Title: 14pt Times Roman Font

Name: Author's name and brief biography together with a head and shoulders photo

Body: 10pt Times Roman Font for text

9pt Times Roman Font for tables

References in text: In the text ALL quotations must have quotation marks and a reference, e.g.

James said 'all dogs are brown' (James, 2002)

Reference List: List in **author's surnames alphabetically**

We observe the Harvard format, i.e.

- For a book: P.Jones (2001): Water Management, Raven Press, London.
- Journal reference: W.Smith (1998): 'Lemon Growing', *The Journal of Agriculture,* V.45-2, p.10.
- Reference to work listed directly preceding: *ibid,* p.20
- Newspapers: *The Star*, 3 September 1986
- Report: Australian Bushfire Commission Annual Report, 1997, p.71
- Unpublished thesis: M.Broad, "The Utility of Cross Referencing", M.Ed. Thesis, St Clements University 1999

Note: Any contributions received that do not meet the required criteria, as stated above, will be returned to the author until the correct format is achieved and only then will it be considered for publication.