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Journal of Economic, Administrative and Political Studies is a double-blind peer-reviewed journal which provides a platform for publication of original scientific research and applied practice studies. Positioned as a vehicle for academics and practitioners to share field research, the journal aims to appeal to both researchers and academicians.

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FROM THE EDITOR

It is with great sorrow that we acknowledge of passing away of one of our Scientific Committee members, Prof. Dr. John Weeks of SOAS, University of London. He has been source of inspiration to many scholars and produced some of the most influential work on Political Economy, including his latest book titled, The Economy of the One Percent published by Anthem Press. He has been a great supporter of Florya Chronicles of Political Economy from the day we have started the journal.

In this edition we are publishing four very powerful articles and a report on an important international webinar we have done on post-conflict capacity building with a particular emphasis on Covid 19 pandemic. The articles we have included here are somehow complimentary as they refer to demographics and talent management.

The first article is by Kağan Okatan and focuses on firms' approach to innovation. He uses multivariate regression model to measure different types of corporate cultures. As such the article is a novel opening to study sustainable innovation and its interaction with organizational culture for companies from both developed and developing countries. The second article titled Changing Population of Age Structure and its Implications for Development by Nazrul Islam Mondal et. Al., studies age structure and its intermingling with safety and governance challenges. In this article authors attempt to show the key movements and variances in shifting age structures, and subsequent implications for development. The third article is by Dr. Liz N'ganga, looks at the need for a more inclusive and holistic approach to development, in sub-Saharan Africa. For N'ganga, such a vision should have at its heart the enhancement of productive employment for the continent's bulging youth population. This requires a talent-driven approach to human capital development but, this is not challenge free as, talent management theme is an under-researched topic. Dr. N'ganga addresses some of the short comings of ambiguous identifications of talent management for a solid policy measures that can be followed by various institutions. The fourth article is by Amina and Kaplan, is on consumer behavior and how firms respond to these. They find that no significant *difference exists between gender perceptions towards brand pages and consumers are ambiguously indifferent regarding their attitude towards advertisements. The final piece reports the notes of the international webinar organized together with EURAS (Eurasian Universities Union) a network of nearly two hundred universities across the international spectrum.*

We are happy to announce that Florya Chronicles of Political Economy is now going to receive further recognition as our international index listings is going to increase. Since the beginning of the FCPE (Florya Chronicles of Political Economy) we have done a lot of progress, including going online through Dergipark.

Finally, once again we are very grateful to our colleagues at the Faculty of Economics and Administrative Sciences at the IAU (Istanbul Aydın University) with our Dean Prof. Dr. Celal Nazım İrem at the lead, to the Rector of IAU, Prof. Dr. Yadigar İzmirli and to Associate Professor Dr. Mustafa Aydın, President of IAU, for their continued support for FCPE.

Editor

Prof. Dr. Sedat AYBAR

Understanding the Interaction of Innovation System Dimensions and Organizational Culture: A Review on Technology Firms

Kağan Okatan[1]

ABSTRACT

Today, organizations see innovation as the main factor in gaining and sustaining competitive advantage. In addition, another important issue is to make innovation sustainable. The literature on innovation includes a lot of research, and every research opens up new research area. In order to ensure sustainable innovation, it is necessary to integrate an appropriate innovation system and culture into the organization. This study focuses on these two factors in particular. The interaction between the dimensions of the innovation system and the culture of the organization is explained by examining sample companies from both developed and developing countries. Exemplary companies were chosen from technology companies, where innovation is at the forefront. The innovation systems of the companies were measured on the basis of their dimensions and the types of corporate cultures were measured in the same way and meaningful relationships were explained by applying the multivariate regression model.

Keywords: *Innovation Management, Innovation System, Innovation Dimensions, Knowledge Management, Organization*

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INTRODUCTION

Innovation is an ‘indispensable’ strategy for every company that seeks to earn considerable revenue and to achieve a large share in the market or to maintain its current market share. In other words, innovation is defined as one of the basic competencies that companies need to develop, maintain and even remain in an environment including rapid change and intense competition (Zhang, Chen, Wang, & Ordóñez de Pablos, 2016). As a result of these facts, innovation is at the top of corporate strategies. Being an innovative company requires, continuously developing unique products and services.

There are several challenging factors to be innovative and stay innovative. First, it is necessary to establish and maintain an organizational culture in which the innovation within the organization will begin, support and adopt continuous innovation. This is not easy (Phillips, 2007). Institutions with high performance, share many common organizational cultural characteristics, but the pattern of injury from each organization may vary. Organizational culture is a key element in the realization of the mission and strategies of an institution, in increasing institutional effectiveness and in managing change. Many authors and researchers have defined the organizational culture phenomenon in many ways. Organizational culture is often seen as a set of beliefs, values and assumptions shared by the members of the organization (Chang, Liao, & Wu, 2017). Organizational culture, with its undeniable influence on group motivation and organizational behavior is a very powerful factor on institutional innovation. Strong cultures can both prevent or support changes or new strategies when needed most. The direction of this effect depends on the dimensions of the culture. In this study, the main reason for taking the degree of organizational culture types as an independent variable is determining the level of positive effect according to culture types.

Figure 1: Research Model (Hypotheses Development)

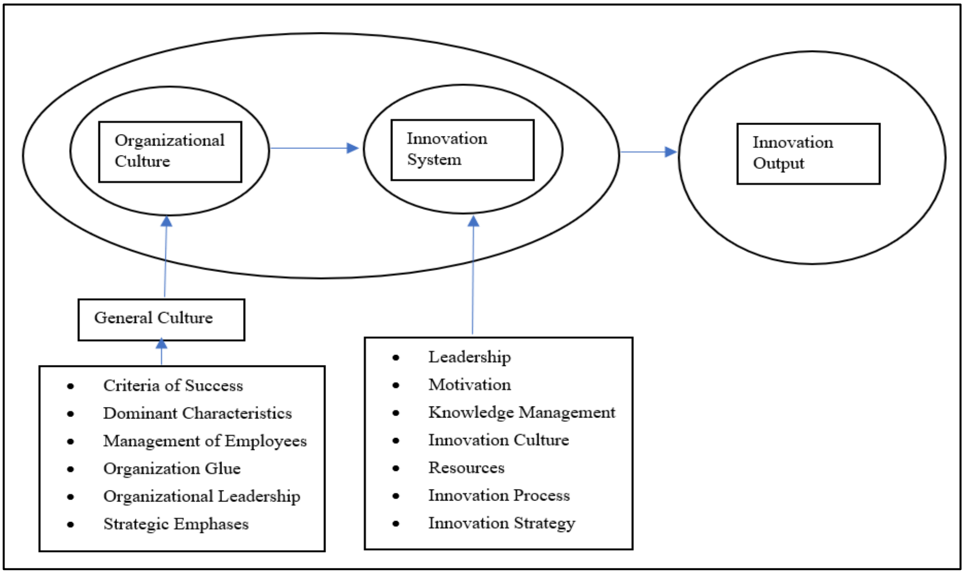


Figure 1 above shows the constructed research model and the hypotheses development
of this study. The following hypotheses were produced based on the research questions:

H_1: At least one type of organizational culture is associated with the innovation dimensions of firms.

The adhocracy organizational culture highlights future orientation, risk-taking, flexibility, openness, change rewards and organizational learning. These cultural features support firms to adapt to the new environment and to gather critical resources for innovative and creative initiatives (Tian, Deng, Zhang, & Salmador, 2018).

H_2: At least one type of externally oriented organizational culture has a positive relationship with the innovation dimensions of companies.

The company's ability to innovate is the most important factor for competitive advantage under multivariate market conditions. Innovation capability enables the organization to innovate to respond to a changing market environment and continuously incorporate it into all strategies, systems and structures that support innovation in an organization (Rajapathirana & Hui, 2018).

H_3: At least one type of organizational culture with organic processes has a positive relationship with the innovation dimensions of companies.

This innovation capability consists of multiple dimensions which feed innovation output in a way. Institutions can control the dimensions which are internal. Major internal innovation dimensions which are considered in this study are Motivation, Culture, Knowledge Management, Leadership, Process, Resources and Strategy of the institutions. The high-level existence of these dimensions effects the innovativeness positively. This is the reason of the selection of these dimensions as dependent variables in this study.

The interaction between the dimensions of innovation and the cultural dimensions of organizations should be explored for providing an effective innovation implementation method for leaders. The aim of this study is to test the relationships between the innovation system dimensions and the organizational culture types of technology companies which are thought to be innovative. The specific business area for this study is set as ‘information technologies’ because of the importance of the innovative outputs in this business area. This business area is very sensitive to information and knowledge production which also requires innovative skills. So, it is very important to identify the organizational culture type which fosters innovative behavior and innovative outputs for technology business. We approach organizational culture from competing values framework perspective in this study. We aim to measure the organizational culture based on ‘organizational focus’ and ‘organizational preference for structure’. This study covers 14 Information technology companies which work on software development, system integration and information and communication technologies consulting. The reason behind the selection of these companies is that companies have been in innovative company rankings for a while. Especially developed country examples are companies that have taken place in these rankings. The examples taken from developing countries, on the other hand, are showing a high acceleration in their growth and being among the most innovative companies in their own countries. More detailed information about these companies can be found in 'data scope' section. The selection of the information technology business area as the scope of this study is strongly based on the fact that the innovation capability plays crucial role on competitive advantage especially in knowledge-intensive industries. The companies are selected from both 'developed' and 'developing' countries to have a wide point of view.

LITERATURE REVIEW

It is generally accepted that organizational culture has a significant impact on the tendency of an organization to innovate. Organizational culture is considered to be the primary determinant of innovation, which is integral in nature and which is inseparable from the culture that facilitates or limits the 'value added' capability. It is emphasized that organizational culture affects the level of encouragement, support and implementation of creative solutions. Organizational culture is considered as one of the key elements in increasing and preventing innovation. Different kinds of innovations are thought to require different kinds of organizational culture. Within the scope of studies on the research of organizational culture types, we see that most of them are related to innovation (Chang, Liao, & Wu, 2017).

Okatan and Alankuş (2017) investigated the 'effect of organizational culture on internal innovation capacity' on the various innovative companies form various industries. They highlighted the influence of the competition culture on reaching the innovative outputs.

Yeşil and Kaya (2013) investigated the effect of organizational culture on firms' financial performance through competing values framework. Although they were not able to demonstrate a direct link between cultural dimensions and financial performance of the companies, their study supported the theoretical argument that organizational culture influenced the performance outcomes by the mediators such as knowledge transformation, knowledge management and innovation. The result of the study also supports empirical studies showing the indirect impact of organizational culture on performance.

The literature is generally followed by Burns and Stalker typology, which shows a segregation between mechanical and organic organizations. Both expressions describe both mechanical and organic, organizational builds and organizational cultures. We can speak of a lateral communication in organic cultures. In other words, employees in the research and development department directly speak to their colleagues in the marketing or any other department. Organic organizations are considered adaptable and flexible, which makes them more sensitive to the market. Organic cultures tend to provide a collaborative environment that can foster risk taking, increase employee aspirations, and / or help a business grow and increase its chances of success (Wei, Samiee, & Lee, 2014). There is quite vertical communication with the boss or any other department in mechanical cultures. Decision making in organic cultures is usually guided or influenced by employees who do not rely on a hierarchical position and who are technologically and / or market conscious. In addition, workers in organic cultures have more opportunities to be open to new ideas, technologies, or market views than can be accepted in mechanical cultures. Therewithal, organic cultures encourage the idea and knowledge exchange, instead of highlighting a one-way flow from a central authority. The existence of this mutual knowledge and exchange of ideas provides a more flexible structure for information processing in organic cultures, and therefore it is more likely to determine the potential for innovation.

Competing Values Framework

Another dimension has also been used for the measurement of organizational culture. It is introduced by Quinn and colleagues as well as Cameron and Freeman. This dimension segregates between the focus on internal orientation and integration, and the emphasis on external orientation and differentiation. Finally, four culture types which are ‘clan’, ‘hierarchy’, ‘adhocracy’ and ‘market’ derive from this approach and form the competing values framework (Herzog, 2011).

The Hierarchy Culture

In this culture, a government can be mentioned in the framework of formal rules and procedures. The purpose of the organization is a stable productivity and wants to predict the long-term. The dominant leaders in this culture aim to ensure that the institution operates in a smooth and problem-free climate. Large institutions, especially government agencies, work with this type of culture with the effect of the size of the number of employees. It should be noted that this culture is not observed only in very large institutions. Smaller institutions with smaller but very standard and low creativity also adopt this kind of culture because the main purpose in such institutions is efficiency, speed and standardization (Cameron & Quinn, 2005).

The Market Culture

Another type of culture is still preferred in the late 1960s with the challenges of competition. It contains very different assumptions according to the hierarchy. This type of culture is called 'Market'. The marketplace is not same with marketing functions or consumers in the market; It is not directed to the inside but is oriented towards the outside. The focus is to create a 'competitive advantage'. Profitability, result-orientation, power in the market areas, forcing targets and customer bases are the main targets. The fundamental values that prevail are competitiveness and efficiency. The leaders of this culture are challenging and demanding. It is important to go beyond competition and market leadership (Cameron & Quinn, 2005).

The Clan Culture

'Clan' culture is another form of organization. This type of organization is named as ‘clan’ because it resembles a family type organization. The common values and objectives have enabled co-operation and cohesion in the firms with clan type. It recalls a large family of economic assets. Typical features are teamwork, employee loyalty programs and corporate commitment to employees rather than hierarchical rules and procedures or competitive profit centers of markets. It strengthens such cultural workers and defines their participation, commitment and loyalty. Some basic assumptions are that the environment is managed through the best teamwork and employee development, the customer is the best partner and is in the organization.

This culture provides an intimate atmosphere with lots of sharing. Leaders are considered mentors, perhaps even parental figures. The organization emphasizes the long-term benefits of individual development with high commitment and moral importance. Work, participation and consensus are important values. (Cameron & Quinn, 2005).

The Adhocracy Culture

The emergence of this type of organization has been with the transition to the contemporary information age. Besides its half-life product and service advantages, it is based on different assumptions from other organizational structures. These assumptions are that organizations are primarily aimed at developing new products and services and preparing them for the future, and that the greatest task of management is to strengthen entrepreneurship, creativity and the environment.

The origin of the word adhocracy is temporary. It implies something temporary, special and dynamic. This type of culture is generally seen in sectors such as aviation, software development and film production. A major challenge for these organizations is to produce innovative products and services and to quickly adapt to new opportunities. Different from markets or hierarchies, there is no centralized power or authority relationship. Instead, power passes from person to person or from the task team to the task team, depending on which issue is eliminated. There is a high emphasis on individuality, risk taking and predictability of the future (Cameron & Quinn, 2005).

Innovation System Dimensions

In addition to the dimensions that are outside the control of the organization that affects the innovation outcomes (Okatan, 2019), there are also internal innovation system dimensions for the organization that has a chance to control and it is important to understand them for innovation success. These dimensions can be controlled by companies in some way. Okatan and Alankuş (2017) compiled seven outstanding dimensions of the internal innovation systems from the literature.

Innovation Leadership

In general, the definitions of leadership reflect some basic elements such as "group", “influence” and “goal. Mostly, leadership is seen as the process of influencing others to achieve the desired results. While the influence of leaders appears to be intuitive, most behavioral leadership studies look at performance or effective results rather than innovation-related outcomes. Research on leadership form and innovative outcomes explored the theory of transformational leadership, participatory leadership and leading member exchange. As a result of research conducted with managers at different levels for companies of different sizes and ages who make radical innovation in the field of advanced technology, it has been determined that leadership in organizations plays a decisive role in entrepreneurship for the organization (Okatan, 2020). In recent years, more transformational and charismatic leadership approaches have gained popularity and the studies have shown a positive relationship between transformational leadership and creativity. Organizational creativity also depends on how leaders promote and manage diversity within the organization and develop an effective leadership structure that maintains the innovation process (de Jong & Den Hartog, 2007).

Innovation Motivation

There are necessary factors for people to push their own abilities and to push for a purpose. The integration of these factors at the right time for the right purpose, mobilizes people and leads to success. The motivation phenomenon has been studied by much research. Particularly, the relationship with success indicators has been investigated in multidimensional manner. When we come about innovation and motivation, we can talk about a very close relationship. For innovation to take place, a combination of creativity and perseverance factors is required, but only through motivation. This real motivation makes innovation one of the critical and vital dimensions. Significant innovation motivation is of course highly relevant to organizational climate and culture (Hartmann, 2006).

Knowledge Management

The core of knowledge management related to innovation is that it provides a framework for management in its attempts to develop and enhance organizational capabilities for innovation. Innovation management involves the management of processes for new innovations, by combining and integrating different components of knowledge. In addition, besides explicit knowledge, implicit knowledge has a significant impact on the success of innovation processes in companies. Implicit knowledge is an important driving force in the innovation process and its effective implementation has a significant impact on the innovation process and therefore plays an important role as a company resource and success factor (Okatan, 2012). It identifies the ability of an organization to recognize, assimilate and apply the value of new external knowledge and information, and this capability is critical in determining an innovative outcome. It is argued that the expansion of this idea depends on the knowledge that organizations have previously absorbed the potential of producing innovation outcomes. The current knowledge base of a firm has determined the scope and ability to understand and apply new knowledge to decision making, problem solving or innovations. It is the result of the interactions between the integrative mechanisms that combine the two and the profound knowledge accumulated from expertise and the resultant discovery (Leal Rodríguez, Leal Millán, & Roldán Salgueiro, 2013).

Innovation Culture

Researchers have examined the participation of many concepts to better understand the inputs that nourish and develop the culture of innovation. These are the theory of organization, the role of management and education management, sociology and psychology. Business, proactivity, openness to ideas, openness to action and the tendency to take risks have revealed that personality traits are the key conditions for creating a culture that promotes innovation. A strong relationship has been found between innovative initiatives and the risk-taking culture of the organization (Ismail & Abdmajid. , 2007).

Innovation Resources

The resources are fuel and energy for an innovation. Without them, no planned innovation will come to life. In general, three main resources are mentioned: "people", "systems" and "projects". At this point, let's keep in mind that these resources are in-house resources because ultimately there are also many resources of innovation related to the environment. These three business-specific resources have strong implications for innovation success. This requires them to be managed in a very efficient and productive way. But if we need to prioritize one of them, it becomes 'people'. People have a significant impact on the functioning and success of companies. Because they create organizational culture. They lead, initiate and manage work. They are the main components of internal innovation potential (Rao & Weintraub, 2013).

Innovation Process

Processes are the route that innovations follow as they are developed. Processes are generally based on stages or stages differentiated by some built-in actions to develop an idea for the market, where the number of steps or phases changes from one researcher / writer to another. In general, the steps include nuances that are aimed at ideas, development and launch to reach the market. Usually a top-level, three-step approach; it consists of developing ideas, gathering ideas and developing and implementing ideas. This process continues as a loop (Johnsson, 2016).

Innovation Strategy

A key feature of the corporate strategy should be an intentional innovation strategy aimed at accumulating company-specific information. An innovation strategy must cope with a complex and ever-changing external environment, dealing with serious uncertainties about current and future developments in technology, competitive threats and market (and non-market) demands. Internal structures and processes should continuously balance the potentially conflicting ones. The main requirements are:

a) identify and develop specialized knowledge in technological areas, business functions and product parts.
b) use this information through integration between technological areas, business functions and product segments (Tidd, Bessant, & Pavitt, 2005)

While the view on organizational culture's effect on company innovativeness is well established in management literature, it has presented a somewhat high-level viewpoint regarding organizational culture – examining organizational culture just in terms of the presented innovative behaviors. Existing literature focused much on the effects of organizational culture types on innovative outputs but also there is a gap on identifying the relationship between each dimension of organizational culture and innovation system. One of the purposes of this study is to shift this focus to include the identification of the impact level of the main dimensions of the organizational culture on each dimension of the internal innovation dimensions, since the research is scarce in this area.

METHODOLOGY

We have two separate assessment tools combined in one questionnaire. So, we had the opportunity to measure organizational culture and innovation dimensions both separately and together with this approach. The first part of the questionnaire assesses the existence level of the major internal innovation dimensions combined from the literature. This questionnaire is a combined questionnaire which was also used for the assessment of the internal innovation capacity by Okatan & Alankuş (2017). This part of the questionnaire consists of 51 questions assessing 7 internal innovation dimensions.

The second part of the questionnaire is the assessment of the organizational culture. We use the 'organizational culture assessment instrument' which assesses the cultural dimensions based on the logic of 'competing values framework'. This part includes 24 questions assessing 6 dimensions.

It is also important to understand the 6 dimensions of organizational culture, since these six content sizes are the basis for our assessment tool.

Criteria of Success
It is the criteria that determine how success is defined in the organization and what will be rewarded and celebrated (Cameron & Quinn, 2005). Success criteria direct the behavior and business manner of the members of that organization.

The Dominant Characteristics
They are the dominant and most prominent features of the organization or express what the general organization looks like (Cameron & Quinn, 2005). These dominant features are the most prominent features in the general view of an organization when viewed from the outside of the organization.

Management of Employees
It is the indicator that determines how the employees are managed or how the employees are treated and how the working environment is in terms of management (Cameron & Quinn, 2005). Management style is one of the main factors affecting the general organizational climate and culture.

Organization Glue
It represents the organizational glue or adhesive mechanisms that hold the organization together (Cameron & Quinn, 2005). It can also be expressed as common values that enable the organization to remain and function in integrity.

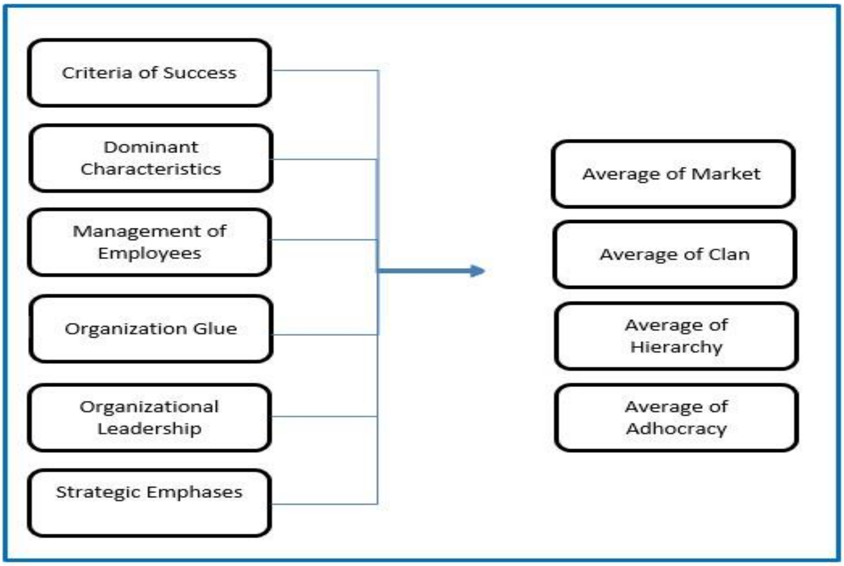
Organizational Leadership
It indicates the leadership style and approach that permeates the

organization (Cameron & Quinn, 2005). Leadership has a serious effect on shaping the culture in organizations and continuing in a certain style.

Strategic Emphases

It is the strategic emphasis that defines which emphasis areas drive the organization's strategy (Cameron & Quinn, 2005). This dimension stands at an important point in determining the general direction of the organization.

Figure 2: Organizational Culture Assessment Model



The Questionnaire includes 75 questions totally. The measuring tool uses a 5-point Likert scale. Thus, the participants had the chance to evaluate their thoughts on the questions on a 5-point scale. The evaluation of each question enabled us to measure the existence degree of all 4 cultures. The "competitive values framework" was developed by Cameron and Quinn (1999) and serves to understand whether an organization is outward or internally oriented, as well as a flexible and individual climate or a stable and controlling climate. The focus of an organization's culture is also closely related to the organization's performance (Field, 2014). At this point, this study examines the connection between innovative system performance and culture practically and focuses on revealing meaningful relationships.

Data Scope

The data is collected form 14 corporations from miscellaneous countries. These countries are from both developed and developing countries as the USA, China, Germany, India, United Kingdom, Sweden and Turkey. Totally '221' responses were collected for the entire 14 companies. You can find the allocations of the responses per each company and the business areas of them in the table below.

Table 1: Overview of the Technology Companies

Country	Code	Business	Employees	Participants
TR	C 1	IT Application development& system integration	~1,000	17 people from R&D, Operations and business development
USA	C 2	Software development for electronic payment systems	~300	10 senior employees from R&D, operations
USA	C 3	Mass Production Systems Software Development	~1000	32 professionals from management levels and R&D
USA	C 4	Industrial systems software development	~900	14 senior employees and executives
TR	C 5	Automation systems software development	~1000	17 professionals from management levels and R&D
TR	C 6	Consumer electronics software development	~800	12 professionals from management levels and R&D
USA	C 7	Mass Production Systems Software Development	~1300	26 professionals from R&D and Project development
USA	C 8	Software development	~400	27 professionals from R&D and Project development
CHN	C 9	Telecommunications software development	~1700	29 professionals from R&D and Project development
UK	C 10	Professional Services	~220	13 senior consultants
TR	C 11	Telecommunications Software	~100	24 professionals from R&D and Management
SWE	C 12	Consumer electronics software development	~500	10 professionals from R&D and Project management
DE	C 13	Computer software development	~800	24 professionals from R&D and Project management
IND	C 14	IT Solution development and operations	~20	5 professionals from R&D and Management

Information on Company Profiles

Company 1

The company operates in the field of software and application development in Turkey. They are listed in the 'Fast Growing Company List' of a global consulting Company and awarded as 'Best Performing Company'. The area where the company is concentrated is mostly Digitization and payment systems. The company has around 1000 employees, mostly from computer engineering area.

Company 2

The company produces technology for electronic payment transactions and value-added services at the point of sale. It was included in the list of 'best payment innovators' and offers innovative payment solutions in many countries of the world. The company is USA-based and has around 300 employees all over the world.

Company 3

The company that develops technology for large-scale production is based in the USA. It operates in many regions around the world. It is working on both software and advanced technology production systems on which this software will be based.

Company 4

It is a US-based mass production technologies and industrial production software company. The company, which operates in many countries, draws attention with its innovative works especially in the field of industry 4.0.

Company 5

It is a development and manufacturing company, developing and producing automation services, based in Turkey. It produces technology on the automotive industry production components. It has grown significantly in technology exports abroad.

Company 6

It is a consumer electronics company based in Turkey. It is the center of many patents in its name. There are large-scale research and development studies driven by the company. It is among the most innovative companies for the country and the region.

Company 7
It is a U.S.-based company that produces technology for high-scale production platforms. It operates worldwide. It stands out with its innovative software products.

Company 8
USA-based multi-purpose, broad-based software development company. It has both software products and technology conversion consultancy. It is among the most innovative companies in the world. It operates in many countries of the world.

Company 9
It is a China-based telecommunications hardware and software and integration company. It is a company that has been shown in the most innovative companies lists and has grown very rapidly, and it does business in many countries around the world. It has more than 1000 employees

Company 10
It is a United Kingdom-based consulting company specialized in business process optimization, business transformation and implementation of the innovative structures. It serves in many countries with experienced and high-skilled professionals. It has been shown among the innovative companies of the world.

Company 11
The company operating in Turkey, has completed several R&D projects, research and has made a significant number of patents and has contributed to the characteristics of the international standardization organizations. It works on telecommunications software and technologies. It has around 100 employees.

Company 12
It is a Sweden-based company operating in the field of consumer electronics production and related software development. The company, which has around 500 employees, has gained a reputation for offering innovative products to consumers.

Company 13
It is a Germany-based business applications software development company that has been listed in the 'Most Innovative Companies in the World' list, which operates in many countries. It has around 800 employees worldwide.

Company 14
The company is a professional service company with more than 20 employees, based in India, focused on developing and integrating digital commerce and customer experience applications. It attracts attention with its being a fast-moving initiative with a very effective organization that supports growth.

RESULTS

While interpreting the results, it is useful to make a summary of the data studied. The implementation took place on 14 technology firms and was included in 221 valid return research models. Accordingly, we can present the outputs as follows:

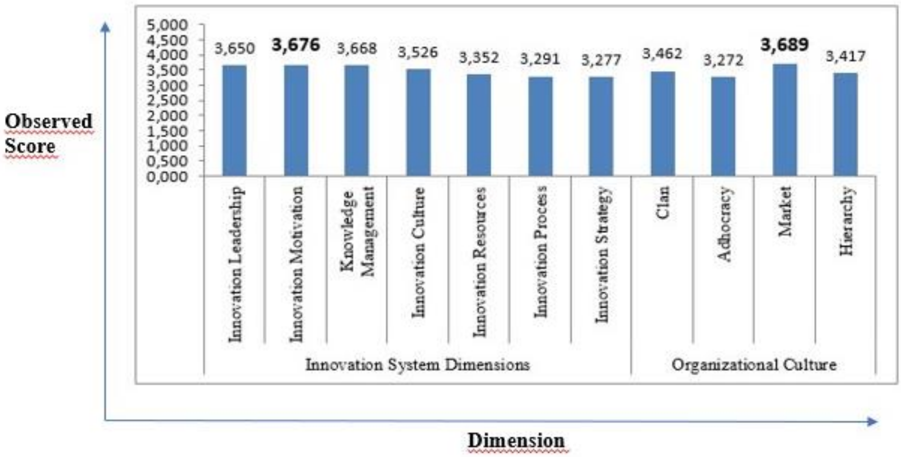
- The 'market' type of culture stood out as the dominant culture in 8 of the 14 companies we studied.
- The 'clan' culture type came to the fore as the dominant culture in 5 of the 14 companies we examined.
- The number of companies in which the 'hierarchy' culture type is seen as the dominant culture is only 1.

All 4 types of culture, which are embodied in the 'competitive values framework' we have determined for culture measurement, have been measured in all companies. According to the result of this measurement:

- The 'market' culture is seen as the most dominant type of culture, with an overall average value of 3,689 out of 5 for 14 companies surveyed.
- The 'clan' culture came to the fore as the second most dominant type of culture, with an overall average value of 3,462 out of 5.
- The 'hierarchy' culture has been observed as the third most dominant type of culture, with an overall average value of 3,417 out of 5.

- The 'adhocracy' culture became the fourth most dominant type of culture, with an overall average value of 3,272 out of 5.

Figure 3: Consolidated Average Values for all Observed Dimensions



The above Figure 3 illustrates the average values for both innovation system dimensions and organizational culture based on the assessments of the sample companies. The values for each company are presented in table 2 and Table 3.

Table 2: Company Scores for Innovation System Dimensions

	Innovation System Dimensions						
Company	**Leadership**	**Motivation**	**Knowledge Management**	**Innovation Culture**	**Resources**	**Innovation Process**	**Innovation Strategy**
Company 1	3.179	3.102	3.162	2.770	2.845	2.759	2.622
Company 2	4.000	3.714	3.526	3.426	3.400	3.407	3.429
Company 3	3.914	3.794	3.830	3.608	3.284	3.514	3.455
Company 4	3.666	4.143	4.113	4.453	4.166	3.814	3.952
Company 5	3.379	3.274	3.152	3.030	3.060	2.774	2.649
Company 6	3.250	3.643	3.640	3.468	3.394	3.426	3.643
Company 7	3.111	3.357	3.624	3.260	2.462	2.556	2.857
Company 8	3.470	3.314	3.506	3.350	3.255	3.537	3.286
Company 9	3.222	3.429	3.656	3.382	3.180	3.543	2.937

Company 10	4.056	3.619	3.918	3.040	2.710	3.518	3.048
Company 11	4.153	4.054	3.803	4.035	3.710	2.731	3.875
Company 12	3.650	3.686	3.761	3.714	3.791	3.381	3.186
Company 13	3.603	3.899	3.803	4.128	3.510	3.635	3.701
Company 14	4.444	4.429	3.852	3.695	4.167	3.481	3.238

Table 3: Company Scores for General Organizational Culture

	General Organizational Culture			
Company	Clan	Adhocracy	Market	Hierarchy
Company 1	3.012	2.631	3.202	3.000
Company 2	3.778	3.444	3.278	3.222
Company 3	3.685	3.377	4.142	3.963
Company 4	3.833	3.889	3.778	3.944
Company 5	3.015	2.636	3.545	3.303
Company 6	3.000	3.083	3.500	2.917
Company 7	3.222	2.750	4.056	3.556
Company 8	3.133	3.290	3.767	3.250
Company 9	2.741	2.889	3.741	3.222
Company 10	3.667	3.444	3.611	3.167
Company 11	3.875	3.785	3.847	3.646
Company 12	3.783	3.183	3.400	3.167
Company 13	3.786	3.571	3.556	3.532
Company 14	3.944	3.833	4.222	3.944

'Innovation motivation' stands out as having the highest average value of 3.676 out of 5 among the 7 dimensions of the innovation system evaluated for 14 technology companies. The second highest average value was observed for "knowledge management" with 3.668 out of 5.

Figure 4: Average Values of Culture Types According to Companies

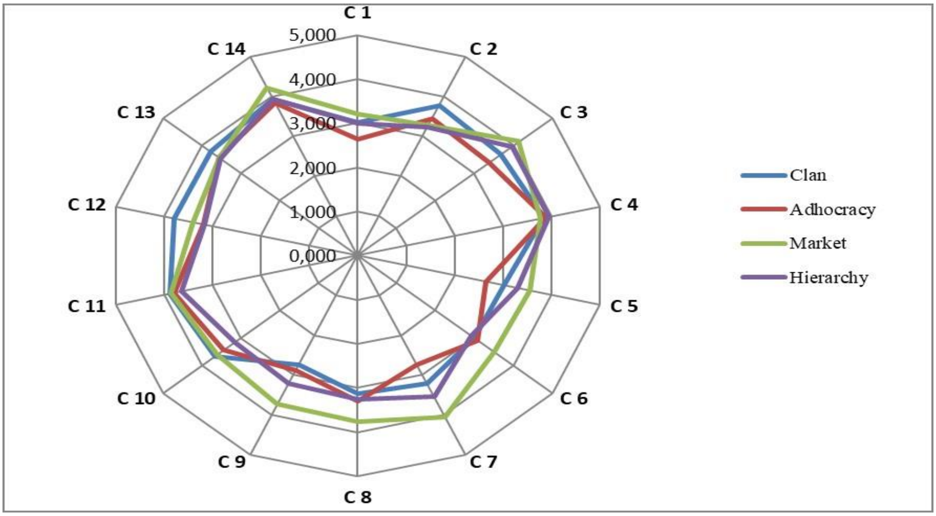
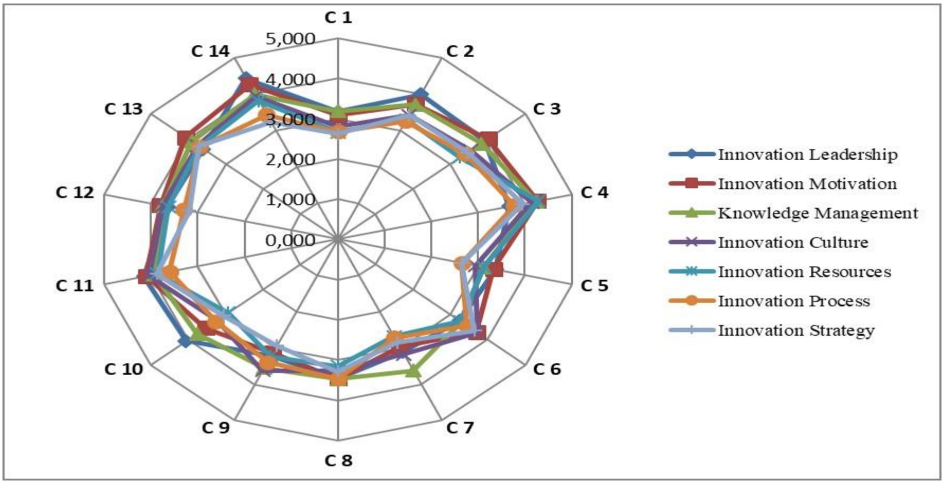
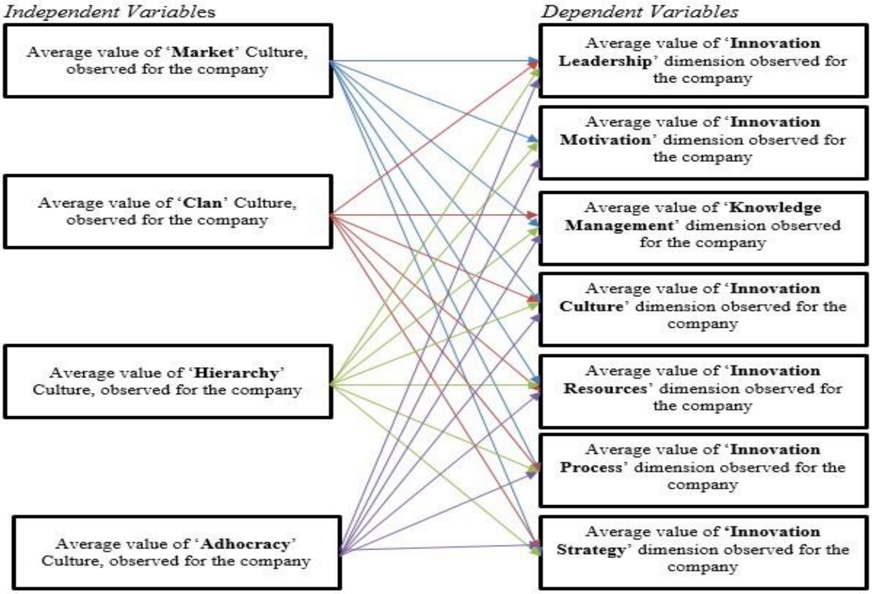


Figure 5: Average Values of Innovation System Dimensions According to Companies



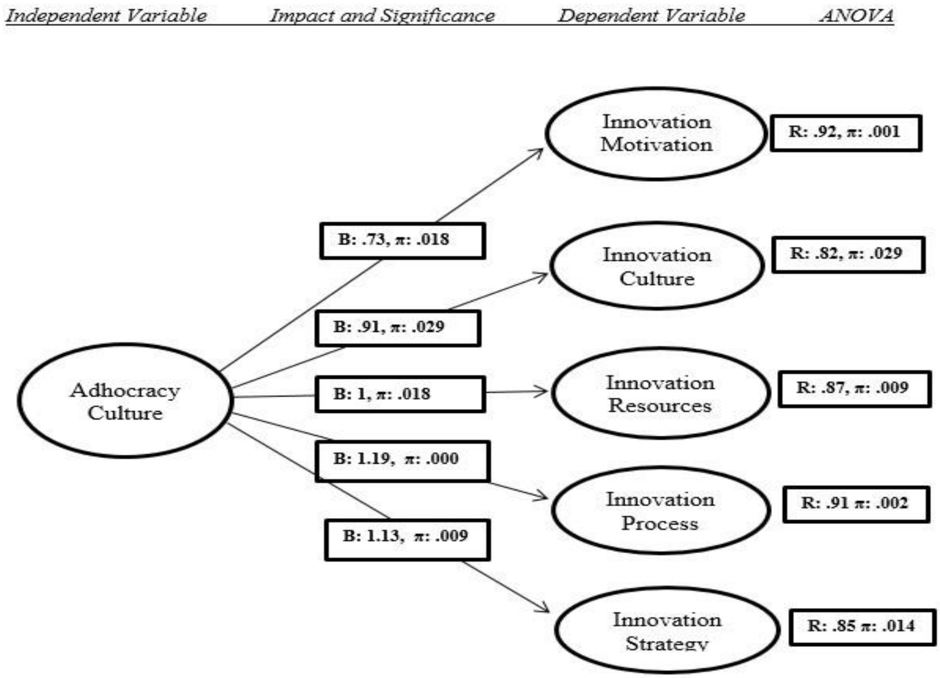
We created a research model for the regression analysis to be applied to explain the relationship between organizational culture types and the dimensions of the innovation system:

Figure 6: Research Model



Based on the research methodology described, we analyzed the observed average values of each type of organizational culture over the observed average values of each innovation system dimension within our research scope for each organization. The important relationships prominent in the result of the multivariate regression applied in accordance with the research methodology are shown below.

Figure 7: Significant Relations



CONCLUSION

When we examined the technology companies within the scope of the study, we saw that they adopted the 'market' culture type that stands out as an externally oriented control focus that encourages target-oriented competition. The prominent feature of this kind of culture is that it adopts a structure that will maximize its competitive advantage and thus ensure profitability in order to dominate the market. Although we observed that this type of culture is the most adopted type of culture among the companies examined, we could not obtain enough outputs to prove a meaningful relationship between this type of culture and the dimensions of the innovation system. On the other hand, since our research model also measures the existence degree of 4 cultural varieties within our scope in these companies, we have also been able to prove a meaningful relationship. We observed that there was a significant and positive relationship between the 5 dimensions of the innovation system, which we examined within the scope of our study, especially with the 'adhocracy' culture type. The highlight of the 'adhocracy' culture type is that it creates a flexible environment that supports entrepreneurship and creativity. At the same time, we can talk about the support of the 'market' culture in some way to the 'adhocracy' culture. The 'market' culture interacts with the creativity-promoting structure of the 'adhocracy' culture, with its structure promoting competition for productivity.

When we look at the relationship of the "adhocracy" culture with dimensions of the innovation system, there is a meaningful relationship. We observe significant positive relationships with "Innovation Motivation", "Innovation Culture", "Innovation Resources", "Innovation Process" and "Innovation Strategy". The strongest significant relationship stands out with the 'innovation process' with 1.19. The lowest significant relationship is seen with 'innovation motivation' with 0.73. When we come to the interpretation of the hypotheses, we see that the proof takes place for the following 3 hypotheses. In these hypotheses, the p-value was realized below 0.05.

• H_1: At least one type of organizational culture is associated with the innovation dimensions of firms.
• H_2: At least one type of externally oriented organizational culture has a positive relationship with the innovation dimensions of companies.
• H_3: At least one type of organizational culture with organic processes has a positive relationship with the innovation dimensions of companies.

The motivation behind this study was to examine the relationship between the culture of organizations and the dimensions of the innovation system and to reveal meaningful relationships. Of course, culture is not the only factor affecting innovation output. For this reason, studies on the external factors and other internal factors of the organizations are also required. Choosing the organizational culture in this study is the thought that this study will be a guide for organizations that want to increase innovative competence in a shorter term, since the organization has a chance to intervene in this internal factor in a way. Leadership and general management understanding are also among the factors that the organization can intervene, and studies in this direction will also be supportive in increasing innovative competence.

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Research Article

Changing Population of Age Structure and Its Implications for Development

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ABSTRACT

Changing population of age structure strongly contributes to improvement of opportunities and plays the most important role in safety and governance challenges. These changes, which are influenced by numerous social-economic, health, and environmental issues, have imperative consequences for development. This study is an attempt to show the key movements and variances in shifting age structures, and subsequent implications for development. The age structure of population has consequences for policy programs and resource distribution globally. The study recommends that through investment in human capital, ensuring access to healthcare and education for all at all ages, and opportunities for productive employment, the full benefits of demographic dividend can be achieved.

Keywords: *Age structure, demographic transition, demographic dividend, dependency ratios, development*

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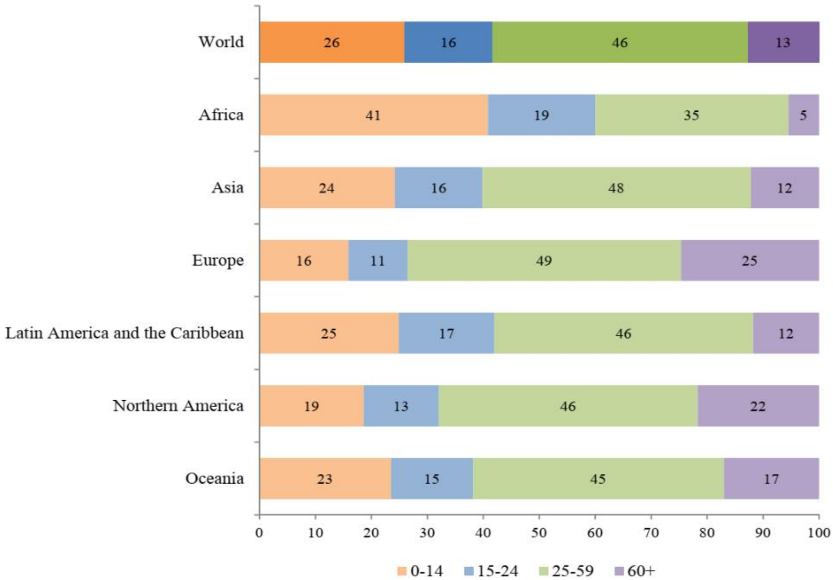
INTRODUCTION

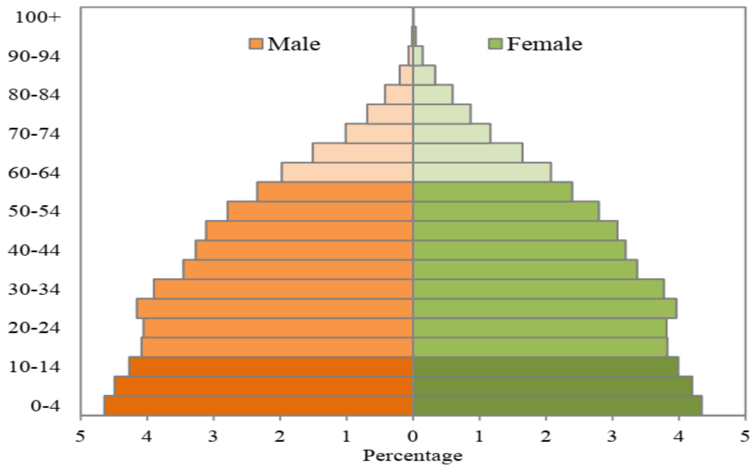
The changing aspects of population act with the factors and consequences of variations in the age structure, development, and distribution of people with respect to time. The main three components, viz., birth, death, and migration measure the growth of a population. The structure of age is essentially the part of the entire population in all age groups that provides insights about governmental and social stability, as well as economic development of a country. A population can be categorized into the four main age structure types (children aged 0-14 years, youths aged 15-24 years, working age population aged 25-64 years) and older adults aged 65 years and above) based on their development over the demographic change. The following figure (Fig. 1) shows the percentages of populations of these main four categories by regions of the globe (UN, 2017).

Figure 1: Distribution of Population (%) in Four Main Age Groups Globally and Regionally for 2017



Globally, the numbers of males and females are approximately equal. Children represent approximately one quarter (26%) of the world's population, with older adults comprising over roughly one eighth (13%), while 61% are adults (15-59 years) (Fig. 2) (UN, 2017).

Figure 2: The World Population's Distribution Through Age and Sex for 2017



The demographic transition is treated as a major achievement of human development. A country's stability in the aspects of its population like age and sex arrangement may also give rise to political and social stability and economic improvement. Now, most countries are experiencing remarkable changes in their age distribution, changing from the youthful populations towards the older populations. Notably, these changes have significant consequences for children and youth; health and education, as well as for the magnitude and efficiency of labor force, for monetary systems, etc.

Population aging is a powerful transforming demographic force. It is the continuous change in the age structure of population (that is, from younger to older population). The aging of population is considered one of the main successes of civilization, measured by the upturn in the population's median age. The median age of the population halves the total population so that the first half of the population is younger and the second half is older. Currently, the world's median age of the population is 29.70 years and it will likely reach 37 years by 2050. The five countries with the highest median ages are Monaco (51.7 years), Germany/Japan (46.5 years), Virgin Islands (44.9 years), Italy (44.8 years) and San Marine (43.9 years); and five countries with the lowest median ages are Niger (15.2 years), Uganda (15.6 years), Mali (16.1 years), Malawi (16.4 years) and Zambia (16.7 years) (UN, 2017). The median age is strongly associated with social, demographic, economic, health, and environmental factors. Considering these, the purposes of the "Program of Action of the

International Conference on Population and Development" were to reduce "infant, child, and maternal mortality and to promote of reproductive health". Finally, those themes were highlighted as the part of the Millennium Development Goals (MDGs) and have also been captured as part of the 2030 program for Sustainable Development Goals (SDGs). Thus, the subsequent changes of demographic events, comprising those in the age structure of population, create a new set of opportunities and challenges for development. Therefore, the focal objectives of this study are to show the key trends in population age structures and subsequent implications for development.

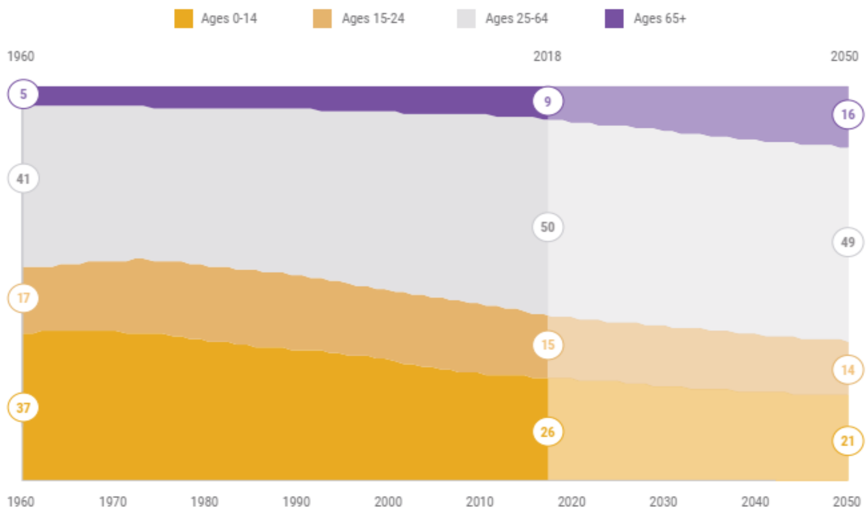
TRENDS IN CHANGING POPULATION AGE STRUCTURES AND THE CONSEQUENT EFFECTS

This section presents an analysis of the characteristic changes in the age distributions of population which are having effects globally. The trends in the changing of age structures in the different sectors are illustrated as follows:

Global and Regional Trends

Changes in population age structure are a continuous process. Figure 3 shows the global trends in changing population age structure (PRB, 2018).

Figure 3: Percent of Population by Age Group, 1960-2050



In 2018, the global total population was 7.6 billion and it is expected that it will reach to 9.6 billion by 2050. The share of older adults of the world's total population rose from 5 to 9% from 1960 to 2018 and this is anticipated to increase to 16% by the year 2050. The share of children on the other hand has fallen from 37 to 26% from 1960 to 2018, with a projected decrease to 21% by 2050. The global youth population has been rising and it was approximately 1.20 billion in 2018. It is estimated to reduce gradually as the proportion of the whole population, from 16 to 14% from 2018 to 2050. Following a gradual rise since 1980, the working-age population, is projected to remain stable as a proportion of total population of the world. (PRB, 2018).

All the regions across globe are anticipated to experience some level of population ageing though the existing levels as well as the trends of the age structures vary widely. In 2015, the proportions of older adults were 18%(1st position) in Europe and it was 15% (2nd position) in the Northern America; and by 2050 these proportions would be 28% and 23%, respectively of the total populations of these regions. Currently, Latin America, Asia, and the Caribbean regions have comparable distributions of ages and are expected to maintain this similarity through 2050. In 2018, the shares of aged populations of those regions were 8%, and these shares would be more than doubled (18% in Asia; 20% in Latin America and the Caribbean regions) by 2050. Currently, the Africa region has the youngest age distribution and is expected to achieve an age distribution by children and youth contributing roughly 50% of the entire population (UN, 2017).

Urban and Rural Areas' Trends

Both urban and rural areas in the developed regions and only urban areas in the developing regions have experienced population ageing. In the rural areas of developing countries, the structure of age is found dissimilar. But the populations in the urban and in the rural areas of developed countries have become more uniform. The age structures in the urban and the rural areas of both the more developed and the less developed regions have comparatively lower levels of fertility in the urban areas; and a 'youth bulge' is evidently observable only in the urban areas of the developing countries. The age structure in the urban areas of the least developed countries shows a declining trend.

Trends of Children and Youth

The continued increase in the global number of children and youth is due mainly to the higher growth of these age segments in Africa and in parts of Asia. Northern America and Oceania are also accounting for the growth. The proportion of Africa in the global children population is projected to rise from 25 - 38% between 2015 and 2050, whereas the proportion of Asia is expected to fall from 56 to 46%. Again, the proportion inhabiting in Latin America and the Caribbean will fall from 9 to 6% in 2015-2050, while Northern America, Oceania and Europe are projected to rise from 9 to 10% in total. The Asia's proportion of young population is projected to fall from 60 to 49% and in Latin America (9%) and the Caribbean (7%) from the year 2015 to the year 2050 (UN, 2017).

Trends in the Working-Age Population

The global population of working-age group is projected to rise from 3.6 to 4.8 billion in 2015-2050 due mainly to the predictable slow progression in the numbers of children and youth. Most of this growth which occurred in Africa and in some parts of Asia are 653 million and 440 million, respectively. The working-age group population in Africa is expected to increase from 429 million to 1.1 billion from 2015 to 2050. Consequently, the proportion of the global working-age population of Africa is projected almost to double (12 to 23%) from 2015 to 2050. Notably, Asia's part of the working-age group population will fall from 62.5 to 57% from 2015 to 2050. It is estimated to grow by just under 0.10 billion between 2015 and 2050 in Latin America and the Caribbean, which will share 8.5% of the global total. By 2050, Northern America and Oceania will have comparatively small parts of the total working-age group population in the globe, 4.40% and 0.60%, respectively. In Europe, the working age-population is projected to begin decreasing after the year 2015, achieving 7% of the world total population by the year 2050 (UN, 2017).

Trends in the Older Population

Globally the older population is projected to rise 2.60 times more (608 million to 1.6 billion) from 2015 to 2050. Most of this increase (around two-thirds) is expected to take place in Asia. In Asia, the number of older populations is expected to rise nearly three-folds (330 to 0.96 billion) from 2015 to 2050. Similar trends are observed in Latin America and the Caribbean and projected to have more than three-folds. Again, the African region will raise 3.50 folds. Smaller comparative rises are anticipated in

Oceania, where the older population is expected to rise slightly more than two-folds. The number of older population group is estimated to increase in Europe and Northern America, and to rise by 44% and 50%, respectively (UN, 2017).

IMPLICATIONS FOR THE DEVELOPMENT

The implications of age structure on improvement emphasize the significance of investing in youth and working-age populations. Changing population of age structures represents significant challenges, especially to the countries that are unprepared to tackle the sudden situations. Researchers and policymakers are now addressing development issues relating to economy, labor force participation, governance, health, gender inequity, migration, and environment at the global and country levels are described below.

Age Structure and Economic Issues

Globally, demography is considered as a significant determinant for development. Youth population is considered as one of the focal economic resources for a country in particular or a region in general in the current world. A falling share of children and a concurrent rise on the part of the youth and working-age group population reduces the dependency ratios and creates a new window of opportunity for economic development. When the age structures (*e.g.,* children, youth) mature, then a greater part of the population joins to the workforce (Bloom et. al., 2003). Education, training and an effective labor market are preconditions for the new entrees to gain the profits of demographic dividend advancement through the demographic transition. Education and especially vocational education and skill development agendas in the developing divisions of a country's economy raise the opportunities for families to receive steady returns. In this way, investing in human capital contributes to economic development. A comparative rise in the size of the working-age population can contribute to accelerate economic growth and raise national income. The full benefits of demographic dividends can be achieved through the investment in human capital, ensuring access to healthcare, education for all and at all ages, and opportunities for productive employment.

Age structure and potential socioeconomic and political frameworks of a country contribute to "labor force participation rate" (LFPR) of both male females' older adults. Simultaneously, LFPR of older adults can impact significantly to the countries' policies and social support structures. For both sexes these rates vary considerably by countries (Fig. 4) (PRB, 2018).

Figure 4: Labor Force Participation Rate Among Adults (≥ 65 years) by Sexes (%)

Generally, LFPR tend to be greater in countries with higher and reasonable child dependency ratios. Nevertheless, numerous countries in these categories, including the Philippines, show an emerging shape of degeneration in older men's LFPR. In contrast, older adults' LFPR is usually raised in high old-age dependency group countries. This rise is driven in part by longer healthy life expectancy and life expectancy at birth and strategies that provide encouragements to keep older adults in the formal labor market. Older females' LFPR is rising in numerous countries around the world, spurred by social security changes and changing cultural standards (PRB, 2018).

Age Structure and Governance

Age structure could be used to estimate prospective governmental matters. For example, the fast growing of the young adult persons incapable to find employment can lead to disturbance. Age structure is found strongly related to democracy. The administrations of the countries are capable to meet the requirements of their individuals and encourage progress when age structures are well-adjusted. The weak administration and poor socio-economic improvement can turn demographic prospects into demographic contests. On the basis of a country's political and economic condition, youths may develop into an economic asset. For example, around 13% of countries with higher young age structures were regarded as full democracies, associated to 81% of countries with developed age structures between 1970 and 2007 (CSP, 2008). A similar relationship is observed for other methods of governance (*e.g.,* freedom of speech, civil freedoms, etc.). Countries, where the higher proportion of population (>60%) are younger (<30 years), are more likely to protect the boundaries on political autonomies and political freedoms and experience dishonesty, poor institutional capability and controlling quality, all issues that affect Haiti, Uganda, and Yemen (WB, 2008). The association between demography and governance suggests that the countries with youthful populations may contribute to gain democracy, and they are less likely to sustain it until their age structures become more balanced (Cincotta, 2009). When in a country's civil war breaks out, there is more likely to be a young age structure.

Gender Inequity and Health

Gender inequality creates higher fertility and produces the higher numbers of children and increases the higher number of population in the young age structure. Family planning (FP) and reproductive health agendas both report and provide to developments in the situation of women. The developed rates of unmet need for FP in countries are connected to the low levels of female education, higher maternal mortality and mostly to the lower position of females. Improved schooling for girls creates many profits, containing decreased adolescent birth rate (Mondal et al., 2014). Families with few members allow higher number of females to join the workforce and numerous families to permit their female children to educational institutions, promoting multiple generations. Legal protections for women increase and enforce, together with advocacy at the community level. Community inventiveness on reproductive health and gender have enlarged knowledge and created answers to decrease youthful gravidities and violence against female population. Multiple policy and program choices are existing for translating young age structures into a driver for improvement but addressing gender disparity is indispensable to make them fully effective. Age structure can play an important role towards the health status of a country. The accessibility of resources and the prospects for social commitment- all have direct and indirect effects on health (Singh et al., 2009).

Environment, Climate Change and Population

Rapid population growth may have impacts in indefensible burden on the environment. The challenges created by the higher human fertility rates and the effects of climate change frequently interconnect in the shares of the world least prepared to adapt (Linddle, 2000). The adaptation of climate change policies that comprise attention to FP and reproductive health and address the impacts of population burden could contribute to slow the pace of environmental degradation and decrease the challenges caused by decreasing agricultural productivity or densely populated and susceptible coasts, such as in Haiti. The ability to choose and plan the size of their families permits males and females to better face the challenges of a progressively unstable environment and to deliver each of their next generation with an enriched future.

COUNTRY CASE: BANGLADESH

Bangladesh has gained the larger growth of population in the past decades. Now, Bangladesh is the 8th most populous country in the globe with population of 166 million in 2018 and it would be 202 million in 2050 (PRB, 2018). Due to the achievement of FP programs, the level of total fertility rate has dropped rapidly (5.21 in 1982; 2.05 in 2017) (BBS, 2018). However, some of the population characteristics viz. rate of natural increase (1.98 in 1982; 1.00 in 2017), crude birth rate (34.8 in 1982; 18.5 in 2017), general fertility rate (164 in 1982; 68 in 2017), gross reproduction rate (1.98 in1982; 1.02 in 2017), gross fertility rate (164 in1982; 18.5 in 2017), crude death rate (12.2 in1982; 5.1 in 2017), infant mortality rate (56 in 2001; 24 in 2017), maternal mortality rate (6.48 in 1986; 1.72 in 2017), child women ratio (356 in 2013; 310 in 2017) are decreasing gradually (BBS, 2018). On the other hand, some important human development indexes (HDI), viz., life expectancy at birth (58.4 in 1990; 72.8 in 2017), mean years of schooling (2.8 in 1990; 5.58 in 2017), gross national income per capita (1320 $ in 1990; 3677$ in 2017) are progressively increasing (UNDP, 2018).

These human capital buildup factors are considered as very significant factors in determining both the future growth of population and improvement for Bangladesh. By 2020, the dependency ratio (78 in 2005; 53 in 2017) (BBS, 2018) will be low and the working-age population will comprise a high proportion of the total population and will have numerous implications for policy formulation. In 2005, the percentages of the three main age structures of this country were: 37.6% (<15 years), 58.2% (15-64 years), and 4.2% (>64 years). But, in 2017, the percentages of the four main age structures of this country were: 29.3% (<14 years), 54.4% (15-49 years), 8.3% (50-59 years), and 8.0% (>59 years) (BBS, 2018). The working-age population increases rapidly due to demographic transition and these will pose a serious challenge towards generating sufficient employment opportunities. Again, the rising economic growth of this country may be affected severely due to the changing population of age structures, and without integrated policy measure, it would be very problematic to tackle the developing challenges. However, the age structure in Bangladesh is considered as encouraging towards sustaining social and economic development. The faster growth of labor force of this century will require long-term perspective planning for necessary adjustment in manpower planning as well as the economy. Changing age structure would also influence to the consumption patterns and levels of saving and investment which require effective planning for production, consumption, investment, and distribution. The above demographic benefits and increasing trends of HDI can be very helpful to this country's economic growth if the policy areas consist of: i. public health, ii. FP, iii. Schooling, and iv. economic strategies that inspire labor-market elasticity, openness to employment, and investments.

CONCLUSION

The trends of population age structures are found distinct irrespective of sex, regions, residence, etc. In population, the part of older persons is seen maximum in the developed countries, especially in Europe. The age structure of population has consequences for global policy programs and resource distribution. Countries with the higher fecundity and child dependency would face the difficulties in financing adequate resources in the progress of youthful people's human investment. If such types of savings are made, these nations might have the chances to gain economic growth profits, improved educated working-age population. Countries experiencing higher old-age dependency or twofold dependency may face different challenges. These countries should address high costs of older persons' treatment and continuing care needs. Countries with growing populations of young population should find ways to provide education and employment opportunities for youth. Countries and regions with higher numbers of children and youth could make an opportunity to participate in human capital development by developing entrees to healthcare and schooling, as well as by increasing prospects for creative engagement accessible to youthful population. Healthcare organizations ought to highlight the maintenance of extreme achievable levels of well-designed capacity during life course, particularly at the older ages. Governments, United Nations and other recognized national and international organizations should help to collect, disseminate, and analyze demographic data and summarize such by age, sex, and other relevant characteristics, so that these would be very helpful to design policies and evaluate progress towards the achievement of the SDGs.

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Inclusive Development in Africa – Harnessing Youth Potential through Talent - Driven Human Capital Development

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ABSTRACT

In Africa, there is need for a more inclusive and holistic approach to development. Such a vision should have at its heart the enhancement of productive employment for the continent's bulging youth population. To achieve this goal, it may be desirable to shift to a talent-driven approach to human capital development. But, globally, talent management remains an under-researched topic: the concept of talent is ambiguous, and, while exciting, talent identification is a challenge for many institutions. As such, tactical alignment of talent identification practices with specific talent definitions, and ultimately, distinct developmental aims, is needed. This paper presents two initiatives: the African Regional Postgraduate Programme in Insect Science (ARPPIS) and Nematology Africa (Nem Africa), as examples of talent co-anchoring frameworks. Both have been successful in identifying individuals that are willing, able and motivated to work in specific fields of scientific research and development, and to match supply and demand in those areas. Further investigations of these two initiatives could help unravel underlying mechanisms of talent identification. In addition, and drawing from personal experiences, this paper proposes two ideas that could enable holistic talent identification. First, is the incorporation of the biographical method, a technique that aims to understand and attribute meaning to stories of individuals. Second, is the acceptance of the importance of the "gut instinct" factor, the intuitive judgements made by talent managers without conscious thought.

Keywords: *Talent management; talent development; Africa; inclusive development; youth; Africa socio-economic transformation; science, technology and innovation*

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INTRODUCTION
Over the past two decades, Africa has been on the rise registering average annual economic growth rates of more than 5 percent, which is above the 3.6 percent global average[1] (AfDB, 2020; World Bank, 2020). Against this background a number of narratives have emerged based on the realisation that economic growth on its own is not enough for Africa's transformation (Atta-Mensah, 2015; Moshi, 2014; UNCTAD, 2017). For this goal to be achieved, a number of shifts are necessary.

First, is the shift towards a more inclusive and holistic approach to development in Africa. This means incorporating all segments of the population into development processes, to ensure that all people not only benefit from economic gains, but that they have opportunities to unleash their own potential, for their own prosperity and that of the wider society (Reinders, Dekker, Kesteren & Oudenhuijsen, 2019; Ncube, 2015).

Second, is the recognition that for sustainable and inclusive growth to be attained in Africa, the continent's economic structure must diversify from simple resource extraction, towards manufacturing and services. Closely aligned, is the realization of the potential of transformative technologies in Africa. In turn, it has also become clear that a range of technical and institutional improvements are necessary to enhance scientific capacity and to create a critical mass of scientists, innovators, researchers and entrepreneurs (Kuada & Mensah, 2017; Asongu & Tchamyou, 2019; UNCTAD, 2017).

AFRICA'S ECONOMIC GROWTH AND THE YOUTH
At the centre of these issues is the need to generate productive employment for the youth. Currently, Africa has the youngest population in the world with more than 400 million people aged between 15 to 35 years, and this figure is expected to double by 2045. In fact, Africa has the youngest population in the world. But, while young people make up 40 percent of the continent's workforce, they also comprise 60 percent of the unemployed (AfDB, 2018; Gyimah-Brempong and Kimenyi, 2013).

[1] According to the African Development Bank (2020), Africa's economic growth had stabilized at 3.4 percent in 2019 and was expected to pick up to 3.9 percent in 2020 and 4.1 percent in 2021. However, the COVID-19 crisis has disrupted this progress.

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Indeed, accelerating more and better investments in young people in Africa is recognized as a critical pillar in the continent's future. This inherent potential of the youth as a resource for innovation and transformation is underscored by continental and global frameworks such as Agenda 2063, the African Continental Framework on Youth Development, the African Youth Charter, as well as the Sustainable Development Goals (SDGs).

SHIFT FROM KNOWLEDGE ECONOMY TO TALENT ECONOMY

To translate this latent potential of Africa's youth into reality, strategic interventions are needed in the development of human capital in the continent. In other words, it is necessary to re-examine the power relations that control people, processes, and issues that constitute the production, distribution, and consumption of capacity.

This goal will be achieved through a critique of predominant approaches, significantly the knowledge economy discourse. This is the idea that the transition to the knowledge economy depends on development of higher level skills (Durazzi, 2018; Robertson, 2005). But this discourse overestimates the ability of countries to create mass high-skilled employment, and also reinforces a false promise of the inter-relation between education and skills development. In effect, this ideology has placed immense pressure on individuals and institutions of higher learning, and led to a disconnect between the quality and the relevance of skills. It has also resulted in a mismatch between demand and supply of skills, with a widening gap between upgraded skills and the ability of national economies to absorb the emerging capacity (Brown et al., 2001).

Moreover, there is a misalignment between skills and available opportunities. On the one hand, even with a large portion of unemployed graduates, organizations are unable to find the right skills. On the other hand, individuals often do not have access to opportunities linked to their training and end up settling for jobs that they are not qualified for, or where they are not able to apply what they have learnt (Arias, Evans & Santos, 2019; Brown et al., 2011).

In view of the above, there is a growing realization that the acquisition and use of skills must go beyond human capital approaches. Therefore, new narratives are arising on skills development and investments in new technologies to promote quality jobs and workforce competitiveness (AfDB, 2020). And in response, globally, there is rising advocacy for a change to talent-driven economic development. In other words, there is a push for talent management as a critical cog in sustainable economic growth. This approach aims to align economic agendas with good leadership and entrepreneurial capabilities, especially those of the young generation (Parilla and Liu, 2019; talentagendaseries.com). Against this scenario, the "war for talent" has quickly become "the war to develop talent" (Garavan, Carbery and Rock, 2012).

In fact, the demand for talent development is becoming one of the greatest opportunities in emerging economies. Nowhere are the opportunities for talent management more real than in Africa. The continent's young population can be harnessed for more optimal contribution to the continent's socio-economic transformation, and as a global resource. Indeed, talent is also seen as the key factor that will link innovation, competitiveness, and growth in Africa (Muiya, Wekullo and Nafhuko, 2018; UNDP, 2015).

But, based on the available literature, the concept of management is yet to be embraced and it is also poorly researched in Africa (talentagendaseries.com). In fairness, globally, there is no ready-made guide for talent management either in policy or practice.

TALENT MANAGEMENT

Talent management involves the identification, development (nurturing) and retention of high potential (Dries et al., 2012; Dries, 2009). Talent identification is the process and activities that define and discover the sources of talent (Davies & Davies, 2010). This is perhaps one of the most exciting, and also most difficult parts of talent management. This is because, often, the process is based on antiqued ideas of what talent is.

Therefore, as a first step, it is important to problematise current definitions of talent and the common reduction of the concept, especially in education, to academic or intellectual giftedness (Preckel & Thiemann, 2003; Smart, 2005; Robinson & Clinkenbeard, 1998). Other common descriptions of talent include: a high level of competence and outstanding abilities and excellent performance; and are often derived from psychometric measures that focus on achievement of a certain score. This emphasis creates imbalances and leads to "exclusion" of young people that might not demonstrate academic prowess as per the defined standards. Talent is also viewed as a set of particular skills and capabilities identified and evaluated by the organizations as being critical for success (Preckel & Thiemann, 2003; Robinson & Clinkenbeard, 1998; Tansley et al., 2016).

Instead, a change is necessary, to embrace understanding of talent as the "innate abilities of individuals that are deployed in activities they like, find important, and in which they want to invest energy" (Nijs et al. 2014, 182). There is a growing acceptance that each person is bestowed with a "talent" … at least one skill that they can be good at, if it is nurtured. In accordance, it is necessary to identify the desire of young people to enter, work in, and thrive in certain fields. This means not only knowing what young people can do (their abilities, capabilities); but also, what they desire to do (their aspirations, interests, needs, and motivations). It is also important to move from looking for "stars", but instead for potential. Hence, talent identification includes the search for specific individuals with outstanding levels of performance, and those seen to possess attributes and skills valuable for the organization and hard to replace.

Talent differs from skill: while the latter can be taught, talent is about mindset and approach (Parilla and Liu, 2019). Therefore, having talent is not sufficient; strategies are necessary to expose talented individuals to new ideas. Therefore, talent management should involve a number of components: it should be about unpacking gaps between current and potential performance in individuals, and developing systems to address such deficiencies. Talent management should also be adjustable to fit circumstances. And as such, talent management frameworks (tailor-made, targeted indicators of potential in different fields) are necessary in Africa. Such systems should focus on strategic planning and linkages with quality education, as well as the ability to attract, and retain talent.

EXAMPLES OF FRAMEWORKS FOR TALENT MANAGEMENT AND IDENTIFICATION

The African Regional Postgraduate Programme in Insect Science (ARPPIS) is a framework for building entomological capacity in Africa. Established in 1980, ARPPIS is a collaborative initiative between the International Centre of Insect Physiology and Ecology (www.icipe.org), the only institution in Africa working primarily on insects and other arthropods. ARPPIS was founded against the background of the African Crisis of the 1980s and its detrimental impact on Africa's emerging scientific structures, communities and outputs. For example, the continent witnessed massive brain drain as huge numbers of African scientists joined other professionals in migration to various parts of the world. In this complex context, ARPPIS set itself the insurmountable task of nurturing and retaining indigenous African insect science capacity, trained in Africa according to global standards.

The format of ARPPIS is innovative: scholars conduct research at *icipe* receiving a scientific, research and technological base, working alongside renowned scientists. They are registered in African universities that provide theoretical instructions and award degrees. The result is a rare model for postgraduate training that enables the students to gain experience in the entire continuum – from strategic basic research, technology development and validation, through to community-based adoption, while also building their global networks.

Over the recent years, ARPPIS has undergone significant transformation. While retaining its primary goal of imbuing scholars with technical skills in specific research areas, the programme also provides a more extensive range of academic, professional and research leadership capabilities. *icipe* also ensures the presence of qualified and motivated supervisors and mentors, as well as strategies for progressive interactions among them and the students.

The identification of ARPPIS scholars is primarily through open calls that are highly publicized across the region and indeed the world, via various strategies including advertisements in traditional and digital media, networks of alumni, academia and scientific communities, and word of mouth. The idea is to identify the best students from across the continent, while ensuring geographical and gender diversity. The interview process assesses knowledge in the scholar's chosen area of study, and also their ability for critical and innovative thinking; and logical, clear communication.

ARPPIS has become one of the most important capacity building programmes in Africa. Hundreds of scientists have been trained directly through ARPPIS. Almost all had remained working on the continent in research, development or higher education in universities, national and international research institutes, other national systems, government, and private sector organisations across the continent.

Nematology Africa (NemAfrica) is a network started in 2016 by a group of researchers and academics. In Africa, nematology is an under-researched topic, and there is minimal academic and technical capacity. The goal of NemAfrica is to provide a platform to build a critical mass of nematology expertise in the continent, while generating relevant activities and publicity around the challenge. The vision is to provide multi-faceted collaborative capacity building, through partnership with industry, public sector, research institutes, regional and international universities and research institutions, farmers, institutes, universities and private sector partners.

In terms of talent nurturing, rather than providing unlinked individual support, NemAfrica aims to develop a welcoming and supportive network that encourages, supports and builds integrated interaction. The idea is to welcome students at all levels: interns, Bachelors, Masters, PhD, and to support them to efficiently and effectively conduct thesis practical work, or to undertake internships that initiate them into advanced studies, or careers in nematology or broader agricultural areas. The identification of NemAfrica scholars is through links to universities, personal referrals and word of mouth. Within a few short years, NemAfrica has developed the largest active nematology group in sub-Saharan Africa, and is now a recognised hub of nematological capacity building. In four years, scholars attached to NemAfrica have won 10 international scholarships for MSc studies, with five moving on to PhD studies in Africa, Europe, USA and Australia; published over 20 peer reviewed journal articles; and received about 20 national, regional and international awards.

CONCLUSION

In emerging economies like Africa, there is need for a shift from predominant modes of human capital development, for example the knowledge economy discourse, to achieve holistic and inclusive development. One desirable strategy would be to move to a talent-driven approach – that is, a strategic investment in talent identification, selection, development, planning and retention.

But, globally, talent management remains an under-researched topic: the concept of talent remains ambiguous, and, while exciting, talent identification is a challenge for many institutions. As such, tactical alignment of talent identification practices with specific talent definitions, and ultimately, distinct developmental aims, is needed.

This paper presents two initiatives: ARPPIS and NemAfrica, as examples of frameworks to co-anchor talent. Both have been successful in identifying individuals that are willing, able and motivated to work in specific areas of scientific research and development, and to match supply and demand in those areas. Further investigations of these two initiatives could help unravel underlying mechanisms of talent identification, for example revealing how talent assessments are influenced by various factors that are not immediately obvious.

In addition, and based on personal experience, this paper proposes two ideas that could be useful in to achieve holistic talent identification that measures ability, motivation and interests, especially in the non-corporate sector. First, and due to the fact that it is often not possible to capture the complex nature of motivations and interests, it might be useful to incorporate the biographical method (Kelchtermans, 1993), a technique that aims to understand stories of individuals and attribute meaning to them. This recommendation is based on testimonies from a considerable range of highly successful scientific talent in Africa, of the role of people's experiences in their choice, motivation, dedication and excellence, in a chosen field of study. Using the biographical method will enable talent managers to probe key moments, dreams passion and values.

A second proposal is the incorporation of the "gut instinct factor" in the decision-making complexity in talent identification process. Gut instinct is the intuitive judgements made by talent managers without conscious thought, and one that is commonly employed to identify potentially successful athletes (Roberts et al., 2019; Vaeyens et al., 2008). This strategy will enable mentors and decision-makers to combine "instinctual" decisions; subjective expert knowledge and/or opinions based on their experience, and the contextual information of specific talent (Roberts et al., 2019; Weber & Johnson, 2009).

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Research Article

Investigating the Impact of Facebook on Consumer Attitude[1]

BI BI Aisha Amin[2]
Burçin Kaplan[3]

ABSTRACT

The way a consumer thinks about a particular brand is one of the most significant aspects in making purchase decisions. Nowadays organizations aim to make their products memorable and create points of difference in their products or strategies. In this study the perception regarding the brand pages and their attitude towards Facebook advertisement are focused. An online questionnaire was published. The respondents to the questionnaire were all active Facebook users in Turkey. In this study among different types of social media sites Facebook is considered, there are facilities provided through Facebook that usually brands use them such as fan pages, advertising. The findings based on the analyses suggest that there are no significant differences between gender considering perception towards the brand pages and no differences regarding consumer attitude towards Facebook advertisements furthermore the perception of a brand page does affect consumer attitude towards advertisements. This study concludes that building a brand requires providing or enhancing online brand pages, moreover, creating the most relevant ads and creating interaction with consumers. There are vital strategies of building brand such as online presence, communicating and using social networking sites as a platform to reach the target audience.

Keywords: *Marketing, Advertising, Social media, Consumer Attitude, Brand Perception.*

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[1] This study is a part of unpublished master`s thesis "Investigating the Brand Facebook Pages for Brand Perception and Consumer Attitude in Turkey".

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INTRODUCTION

Social media sites have gained more attention of marketers. When a Facebook page is designed and the advertisements are prepared the main goal is to gain the consumer attention and affect their attitude toward the brand, consequently this process affects purchase intentions. (Long-Crowell, 2020). Brand perception is about the thoughts that consumers have regarding brands and the organization culture (Coleman, 2019). Essentially the nature of this study is descriptive, presumed to define the effect of perception about brands' Facebook page on the consumer attitude toward brand Facebook advertisement moreover, gender is considered as a factor. This research aims to provide a more general and deep view on consumer attitude toward advertisement strategies used in social media. The basic point is related to building permanent relationship with consumers, moreover, investigating the procedures to be in their minds and increase brand awareness.

Objectives

1- Measuring the effect of gender on consumer attitude toward Facebook ads and brand perception.

2- Measuring the relationship between brand perception and consumer attitude.

Research Questions

Is there any difference in perception about the brand’s Facebook page according to gender?

Is there any difference in consumer attitude toward the brand’s Facebook advertisement according to gender?

Is there any significant impact of perception about the brand’s Facebook page on consumer attitude toward brand’s Facebook advertisement?

LITERATURE REVIEW

Nowadays creating a relevant content in the social media sites is considered as a point of parity, it makes the brand recognizable but it`s up to the brand managers to create their point of difference among their rivals. The effects that are created or reinforced by the social media in attitude and perception of consumers are the backbone of the consumer-brand relationship. Social media is gaining more popularity, it has enhanced communication platforms. A study claims that social media enhances as the time passes and develops mobility, the "user fatigue" and skills needed to use the social media sites are two mains in an exploratory quantitative research, the consumer attitude toward Facebook ads and posts were getting compared, the result indicates that consumer attitude toward posts were more positive than ads, consumers were annoyed by ads (Ferreira & Barbosa, 2017: 45)

Knowing the "target audience" replying to their important questions, knowing their journey, exploring the things that inspire them is the rule of success for marketers. The secret of raising value is providing value for the "target audience" (Frey, 2016).

Social Media

Social media reinforces the interest of "potential consumers" and provides them the platform to learn about the products and services moreover, it makes the interactivity of "supply" and "demand" easier (Madsen & Slåtten, 2015: 11). Based on this type of use, businesses have a huge amount of data, from the number of sales, the number of products examined, from the comments made on the products to the brand evaluations made on social networks. There, it can be said that the most important output of the analysis of this big data contributes the development of marketing strategies in social media for these companies (Gülpınar Demirci & Kaplan, 2020). Effective usage of social media with the right strategies has an increasing effect on the profitability of businesses. The Social media usage is popular among people and is accepted as a communication platform, it`s being used by marketers although some organizations don't allow their employees to use social media some organizations allow social media usage depending on their strategies (Archambault & Grudin, 2012).

Social media reinforces the interest of "potential consumers" and provides them the platform to Know. There are allegations that social media increases business returns meanwhile it is difficult to know the science of affection on consumer-brand relationships and returns on investments (Dutot & Mosconi, 2016). When the social media is used along with the business intelligence, this combination makes the reach of target consumers more effective and efficient. Moreover, advertising gets more efficient. Associating "social media" with "business intelligence" brings effectiveness and efficiency to their targeting strategies and advertising strategies (Divol et al., 2012 as cited in Dutot & Mosconi, 2016: 1). Social media is a great opportunity to establish significant relationships and create ways of social interaction defined through dynamic exchanges between their members.

Facebook as Social Networking Site

Information is the most important aspect of life. However the efficiency and accessibility to receive the correct information are essential. Social media makes the communication process easier and helps to create social relationships when Facebook was created by Zuckerberg in 2005, it became one of the speediest components of the Web 2.0 environment. A "cross-national" information affirms that there were 51% of their survey respondents who prefer social media as a source of news. Moreover, according to the allegations Facebook was mentioned as popular staging for daily news (Newman et al., 2016 as cited in Welbers & Opgenhaffen, 2019). The reason behind establishing communication among "marketers" and members of brand community is transferring information to the "marketers" and providing them the valuable details to apply the needed improvements (Ramle & Kaplan, 2019).

Companies have aligned their business model with Facebook as in 2018 Facebook hosted 90 million companies and was used by 6 million advertisers. Facebook collects demographic information of 2.2 million active users moreover these all statistics describe Facebook as almost free and connective media (Van Dijck, 2013 as cited in Helmond et al., 2019: 123).

Past purchases can cause the buyer to repeat their purchases furthermore building trust and being present on social media works as "mediator" (Weisberg et al., 2011). In a research done in the U. S. regarding social networking sites and purchase intension, it was claimed that there is a positive relationship between the impact of posts that were shared by friends on purchase intension. 81% who faced their friends` posts regarding special brand those posts affected their purchase intension (Olsenki, 2012)

Facebook has developed new trends which are changing and enhancing the platform such as creating “group-centric” design, there are some facilities of this “redesign” like enhancing the access for exploring other “groups” also the related “updates” will be displayed on “news feed” (Sehl, 2020)

There are around 67% of “social advertisers” who suggest that Facebook is the most effectual “social media site”, there are 7 million advertisers on Facebook and the average “cost-per-click” on Facebook is $1.72, the potential reach of advertising for Facebook is 1.9 billion” (Siu, 2020)

Brands are more than just tags it`s more about creating a relationship with “consumers” and keeping them loyal to your brand, “social media” have been used for around 40 years although Facebook created the platform for marketing and by doing so the attentions of “marketers” where obtained (Chen, 2020). “Facebook, on the other hand, is a platform intended for networking and connecting with friends. It is for people connecting with people you know.

Consumer Attitude

Studies claim that attitude is learned and if attitude related to “purchase decision” is learned then there are several incentives that reinforce the learning process such as “experience” from products or services, advertising, customer service, information earned from people and “mass media” (Asiegbu et al., 2012: 40). Muheling in (1987) claimed that “consumer attitude toward advertisement” involves several dimensions and covers “attitude toward” the “instruments” used by “advertisers” moreover, “consumer perception” is one the most important factors however “consumer perception” is affected by economic and social conditions (Kwon, 2005: 18)

People with “social escapism” incentives like ads on “web advertising”; they enjoy it because they are getting entertained moreover, people with “high internet ability” have positive attitude toward “web advertising” because of the information access, those people who are keen to get the information, they prefer social media ads because of “informativeness” and perceived entertainment perspectives (Zhou, 2002).

Findings of a study about “millennials` attitude toward food- truck dining” argues that “hygienic”, “convenience”, “hedonic” factors and “environmental risks” effect consumer attitude toward “food-truck dining"; "hedonic" elements are supportive whereas "hygienic", "convenience" and "environmental risks" have a negative impact on consumer attitude toward "food- trucks dining" (Yoon &Chung, 2017: 1)

Attitude is composed of knowledge, feelings and actions and there is consistency between the three aspect of attitude (Madichie, 2012). The cognitive component of consumer attitude indicates "knowledge" and opinions toward an object moreover, it relates to information gathered from different sources and the direct experience of consumers Affective: Illustrates "emotions" and "feelings" (Noel. 2020).

The affective aspect of attitude indicates emotions for example, someone loves flowers for any reason whereas behavior shows the way people act with regards to an object, for example watering flowers. (Iedunote, 2017). All of the three elements of consumer attitude are "consistent" with each other if one of them changes the other changes in one part can convince the other two parts to change (Hawkins et al, 2001 as cited in Asiegbu et al., 2012b: 45). Attitudes indicate opinion and ideas, overall attitude could be both "positive" and "negative" in some situations attitude could be uncertain for instance, sometimes we have different emotions toward a particular object (Kakri, 2019).

Brand Perception

Perception indicates the process where motives can be perceived by "organism" and turned to reasonable "experience" toward an object. Moreover, perception is linked with attitude (Lindsay & Norman, 1977 as cited in Picken, 2005: 52). The brand perception is an important concept in marketing and must be considered during brand tracking process moreover, brand perception provokes "buying behavior" and have a massive impact on marketing strategies (Romaniuk & Sharp, 2002). Perception is related to thoughts and views, attitude is the reflection of thoughts in behaviors for example, people might dislike something by talking or complaining but their perception about that related object is created previously (Tauber, 2014).

The process of building brands does not concentrate on only "tangible" aspects of brands because that could be easily "copied", the most important part is making the connection of consumer with the brand stronger. There are images related to the brand in consumers` minds which could create a different picture of brands, for marketers, it`s necessary to be aware of these pictures (Tuskej, 2010). Brand perception is the most important aspect of “brand equity”, knowing the impact of social media is necessary in order to enhance the perception of consumers about a brand (Helbling, 2018). In a study done by Kaplan in Turkey, consumer perception`s impact on consumer loyalty was examined, the findings claim that there are factors influencing “customer loyalty” such as customer perception about quality of service, consumer perception about product, “comparative price perceptions”, “discount perceptions”, “value perceptions”, and “customer satisfaction” (Kaplan, 2015).

Nowadays information is shared easily which impacts the brand perception of consumers, meanly brand perception indicates the idea of the consumers about your brand it`s completely owned by consumers. There are “surveys” and “focus groups” used to extract brand perception. Characteristics of consumers and their location can also impact their brand perception (Smith, 2015). Brand perception is important because when it`s positive it makes the brand selected among its rivals, moreover 60% of satisfied customers will suggest the brand to their peers. Brand perception could be extracted from platforms created by internet such as “google alert”, “online reviews”, “social media” and different types of surveys (Barrett, 2020).

Consumers are keen to know about “products” and services of “brands” and this function “need to Know” increases the possibility of brand positioning and that`s the reason of designing the strategies which affect the knowledge of consumer about products of brands (D`Souza, 2008). Regarding online trust, it was found that the great amount of “e-commerce knowledge”, “perceived risk” and “perceived trust” have their impact on “online trust” (WR, 2015). There are differences in consumer behavior regarding “gender identity”, from developing a perception, forming attitude, and behaving in a particular manner gender identity affects these processes (Bem, 1981 as cited in Ye & Robertson, 2012: 83).

Studies claim that there are differences between women and men recognizability regarding objects as the Vanderbilt psychologists argue that women are good in recognizing “living thing” than men and men are better in “vehicle recognizing” (Nauert, 2012). There is evidence that shows the difference between the attitude of men and women in social media. Men prefer “formal speech” than women. In “interactions” women`s behavior is warmer than men (Atanasova, 2016). There are differences in women and men perceptions, as studies claim that women are able to catch the small details because of the extra amount of “rods and cones” in their eyes moreover, women relate their feelings with the object, for example, if women go out for shopping, they want to feel it on the other hand men see shopping as a goal (Patterson, 2017).

The effect of gender is “endemic” to all kinds of social media such as “Facebook”, Instagram, Blogs and “online games” (Webb & Temple, 2015). Women use social media to share personal information than men, on the other hand, men use social media for business reasons (Vermeren, 2015). Gender has a significant impact on attitude toward brand image and purchasing minimal marketing products (Haron, 2015).

CONCEPTUAL FRAMEWORK

H_1: Hypothesis:

H_1: There are differences between the perception of women and men regarding the brands` Facebook pages.
H_0: There are no differences between the perception of women and men regarding the brands` Facebook pages.

H_2 Hypothesis:

H_1: There are differences between women and men consumer attitude toward the brands` Facebook advertisements
H_0: There are no differences between women and men consumer attitude toward the brand’s Facebook advertainments

H_3 Hypothesis:

H_1: There is a significant impact of perception about the brands` Facebook pages on consumer attitudes toward brands` Facebook advertisements.
H_0: There is no significant impact of perception about the brands` Facebook page on Consumer attitude toward brands` Facebook advertisements.

This research is studying the relation between perception about brands` Facebook page as an independent variable and consumer attitude toward brands` Facebook advertisement as a dependent variable comparing between females' and males' attitudes. The method used for this study is a quantitative method.

For this study, the data were collected via a questionnaire provided electronically to the respondents, which will result in further information being obtained. Participants of the questioner replied to the two main parts of queries, the part of demographics data and the part of the study hypotheses variable queries, before answering the questions the participants were asked to imagine their favorite brands` Facebook pages. The survey was accepted by the ethical committee of Istanbul Aydin University.

RESEARCH DESIGN AND SET UP

Population and Sampling

The target population was Facebook users in Istanbul – Turkey, concentrating on youth. The researcher targeted students of universities to study the attitude of the young generation. In this study a convenience sampling method was used to select the target respondents. (Through a message the respondent were asked to think of their favorite Facebook brand page while answering the questions). After removing the unengaged respondents, the total responses are 227 responses which are divided almost half and half between females and males as 58% of the responses are from males and 42% are from females.

Table 1: The Sample Size

Position	**Frequency**	**Percent**
Males	131	58%
Females	96	42%
Total	**227**	**100.0**

Data Collecting Tool

The Data collection process was practiced through survey and the questions were borrowed from two studies as one of studies was written by Ana Margarida Barreto (2013) and the second part of the questions were borrowed from Xueying Zhang (2013). Survey was distributed through Facebook, Messenger and WhatsApp. Survey is composed of 28 questions and it was made with the help of Survey Planet application there were multiple choice questions and Likert scale used meanwhile respondent could select five items in order to respond Likert questions such as (Strongly disagree, Disagree, Neither, Agree, Strongly Agree). Responses were accepted only from Facebook active users. The questioner starts with demographic part to know the respondent more and how related to the study, the second part is the variables questions.

Data Analysis

The questionnaire was combined of ordinal and likert scales as likert questions were ranked as (Strongly disagree, Disagree, Neither Agree, Strongly Agree). Responses were accepted only from Facebook active users. SPSS program was used in order to analyze the quantitative data, the mean and standard deviation of the answers were extracted. Other types of data analysis such as t-test, regression were used to conclude the result. The study used two statistical techniques which are: Simple Percentage Analysis and Regression Analysis. software for analyzing which was used for this study is IBM SPSS version 23.

INTERPRETATION AND DATA RESULTS

Reliability Analysis

Reliability is the method that is done to evaluate the quality of the measurement tools (respondents' answers to the questioner), when doing a research using quantitative study that should be measured indirectly a measurement instrument is common to be used.

Table 2: Reliability Assessment (Alpha test)

Variable name	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Perception about brand Facebook page	.93	.93	9
Consumer attitude toward brand Facebook advertisement	.76	.76	7

According to the results above it can be concluded that the study measurement is reliable to be used for testing the hypothesis.

Independent Sample T-test

An independent samples t-test compares the means of two groups. It helps to compare the means of two sets of data. For example, the t-test is run to know the average differences of test scores of males and females If the testing P-Value is less than 0 .05 there is a difference between the groups. The P value of the two hypotheses were found as H_1 was equal to 0.51 which is higher than 0.5 and the hypothesis was rejected, H_2 was equal to 0.14 and no differences were deducted.

Regression Analysis for H_3 Testing

Regression is defined according to Gkioulekas & Papageorgiou (2019) as "a predictive analysis tool that examines the relationship between independent and dependent variables, to fit a mathematical function describing how the value of the response changes when the values of the predictors vary" (Gkioulekas & Papageorgiou, 2019)

Linear regression is the simplest form of regression, multiple regression, works on explaining the data by simply fitting a hyperplane minimizing the absolute error of the fitting. Regression Analysis for Hypotheses Testing result is indicated by P value (Hair Jr, et al., 2014). The Regression Analysis for Hypotheses Testing results is shown in the below tables.

Table 3: Results

R- Square (0.312)	F. Statistics (102.162)
Adjusted R- Square (0.309)	Mean Square (27.886)
S. E. of Regression (5.281)	S.D. Dependent Var. (0.995)
Sum Square Resid (6274.444)	

Table 4: Coefficients

Model	**Unstandardized**	**Standard Error**	**Standardized t p**
H_0	(Intercept) 17.053	0.422	40.438 < .0001

Table 5: The Regression Analysis for Hypotheses Testing Results

Coefficients					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
Perception about brand Facebook page	.359	.036	.559	10.108	.000

a. Dependent Variable: Consumer attitude toward brand Facebook advertisement

The P-value which is less than 0.05 results lead to conclude that all the hypotheses are accepted. Consumer attitude toward brand Facebook advertisement =7.7736+ 0,359 (Perception about brand Facebook page.

CONCLUSION

The findings suggest that perception about brands do not have significant differences regarding gender, based on analysis the finding suggests that the perception about brand page has a significant impact on consumer attitude toward Facebook advertisements. Studies considered gender as a factor of difference regarding perceptions and consumer attitude. In a study done in a study about gender differences regarding Facebook privacy, it was found that women are more concerned about their privacy in the Facebook platform than men, the study was applied to Indian people who live in America (Rai, 2011). Perception is the way of viewing the objects although it is a very subjective variable and finding measures are only possible as if it is suggested to be situation-specific or population-directed, perception is not something “objective” (Mcdonald, 2011).

Joining “Online community experience” affect consumer attitude and perception (Nambisan, 2005). Consumer attitude toward technology and the usage of computer differs regarding gender as for most of female participants don`t consider it challenging furthermore men were indicating the usage easier than women (Bain & Rice, 2006: 119). “Consumer’s attitude” and “perceived price” are hugely significant factors in buying “private labeled food product” (Jaafar, et al., 2012: 73).

Nowadays people are more affected by brand pages in social media sites, whereas Facebook indicates the likes of friends or the pages they are following. This study claims that perception about brand pages affects consumer attitude toward the content of that page, the importance of creating relevant and right information in social media sites is mentioned. This study contains the significance of brand pages how they affect consumers. To keep or create consumer relationship. Marketers should focus on their brand pages and the advertising timing and methods following their culture and environmental issues. Brand pages should share righteous information regarding their brand and products. The advertising strategies should be created in accordance with the targets` demographic information provided through Facebook. The limitation of this study is related to generalizability because the sample size was small and limited to the youth of Turkey moreover, further aspects of attitude were not considered. Further researches are needed to investigate the aspects of attitude.

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Research Article

Short Notes on Capacity Building Workshop in Post-Conflict Regions- 28 July 2020

Prof. Dr. Ahmet Sedat Aybar[1]

Marco Di Donato: The presentation I will make consists of the preparation process of the Higher Education Report in Libya published by UNIMED and what it expresses. First of all, I would like to talk about the method of the report; Both qualitative and quantitative methods were used. The data obtained were revealed by swot analysis. As a sample, 18 Libyan Universities were used. Four main considerations were taken into account when choosing the sample; the size of the institution at the national level, its geographical distribution, the financial balance between beneficiaries and non-beneficiaries of the European Union (EU) financial support programs, Universities that were in contact with UNIMED before. Interviews were conducted focusing on issues such as the security of the country, the national education system, legal reforms, the international cooperation performance of the University and its role in society. Finally, a draft of the study was prepared and sent to Universities for their approval, addition / removal or interpretation (I have to admit that we had a hard time getting approval from Arab sources). We obtained the Swot Analysis (strong, weak, opportunity, threat) output to create a strategic plan for the system. According to this analysis, we have seen that EU project calls are a strong element in education sector capacity building; leaders changing at optimum level, quality of accreditation processes and financial autonomy are the weak elements; the acceptance that universities can make positive changes in society is an opportunity element; and finally, political instability along with security problems are a threat to capacity building. I emphasize once again; Libyan Universities are there for any kind of cooperation you can think of, despite all the problems that exist. They are waiting. The strong influence of EU programs in the region cannot be denied. Changing leaders in financial autonomy and management have weakened the development of the education sector and disrupted the process.

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UNIMED did not adopt a top-down approach while preparing this report, it really continued to work in cooperation and mutual solidarity, hand in hand. Therefore, we can name the approach UNIMED approach. As a result of the report, UNIMED made some suggestions for capacity building in the Libyan education sector, today I will share with you only four (4) recommendation titles without going into details. I hope that we will have the opportunity to discuss these suggestions in depth in the future, because when there is discussion, suggestions can be developed and turned into opportunities. Otherwise, it would not be possible to improve these determinations.

1- Governance and Autonomy:

a. To develop an effective University governance system using benchmarking method (bench-marking system).
b. Supporting the definition of a common national strategic vision for the Higher Education System with the enhanced role of the University Presidents Council.
c. Increasing the academic autonomy of universities
d. Increasing the financial autonomy of universities

2- Quality Assurance: This recommendation title has been undisputedly accepted and supported by our collaborators in Libya.

a. Ensuring the standards of the educational performance of academic staff.
b. Providing quality education and training

3- International Cooperation:

a. Including Libyan Universities into International platforms.
b. Increasing the research performance of Libyan Universities
c. To inform Libyan Universities about research fields, especially in engineering, social sciences, information systems, environmental sciences, health and medicine.

4- Universities in Society:

a. Universities as an institution have a respected place in the society. Higher education is an element that serves society. In this context, community and university cooperation support must be obtained in the progress of both the education sector and other sectors that are lacking and need to be developed after the conflict.

b. A win-win strategic plan should be created by considering the Ministry of Education, research centers, the stakeholders of the industrial market and all other community components.

UNIMED identified the problem, revealed the situation, offered solutions, but where to start? When we asked this question to Libyan Universities, the answer they gave was that we can start from anywhere. UNIMED's answer was Health. According to our findings, capacity building is focused on education and training, but the most important emphasis should be on research and health. Therefore, the first step should be taken in the field of health and health education. This determination of UNIMED should not be considered in connection with COVID-19. Health is a very important area that should focus on interest and attention in every period, it existed also before COVID-19.

We are just at the beginning. We can do good work with the capacity building action in Libya. In this sense, Libyan Universities are ready, waiting for our support and cooperation. Our aim; Activating Libyan Universities in the Mediterranean Region to become sought-after stakeholders in internationalization and cooperation. Finally, we will update the data of the Libya Report we have prepared in December and share it with you again.

Dr. Edna Adan Ismail: I worked for the World Health Organization for many years, then I returned to my country and the first thing I did was to build a hospital. Although my country Somaliland declared its independence in 1991, it still maintains its existence under Somalia's yoke. Until 1991, the civil war had destroyed 95% of hospitals, schools and living spaces. During this period, there were migrations from the country to out. When peace and tranquility returned to our lands, many people who wanted to return to their homeland came back and tried to find an accommodation again. In this process, the construction of The Edna Adan Hospital in Hargeisa was completed in March 2002, and we built a hospital within the bounds of possibility us. Once after the conflict, there was no material or equipment needed in Somaliland; He became an employee with quality. As in every sector, there was a lack of qualified human resources, especially in the health sector. During the process, we make an effort to train nurses and midwives. Although our number and possibilities have

increased from year to year, we still suffer.
When we look at the education sector, it took us a long time to talk about Universities. While completing compulsory education posed great difficulties, families were hesitant to send their children to the University. Apart from this, with the 2020 COVID-19 pandemic, we have seen more clearly that the opportunities of the University are not sufficient today. While students all over the world can continue their lessons with online education from their homes, there are students in Somaliland who do not have electricity at home, let alone the laptop internet. There are such students that they have never seen a mobile phone or a laptop in their lives… This is not fiction, it is real. In other words, the concepts of internet or distance education are quite new for us. So, distance education can only be implemented for wealthy students. What about others? Although we could not provide technological equipment to all students, we made our libraries open 24/7, provided them to use the internet for free. Fortunately, as of 15 July 2020, that is, in the last 2 weeks, we have reopened our schools as there has been a decrease in the number of cases and resume on face-to-face education. The most important reason for this is that distance education in health sciences is not possible as in social sciences. Students should be able to touch, smell, feel. Otherwise, their training cannot take place.
I am very happy to be able to talk to you today. I have a message that I want to convey; Thank God that today we can fight the pandemic in one way or another. However, we do not know what we will encounter when we turn the corner… We must prepare for an urgent situation. We need to prepare ourselves in every field against disasters such as natural disaster, nuclear attack, another kind of pandemic, etc. We need to review and prepare everything from distance education to intensive care units in hospitals. Yes, the Coronavirus has caused a lot of damage, but it gave us a warning: prepare yourself for unexpected events.
We must learn from each other; We should account for what we shared, what we taught. You should know that; Somaliland is a safe and peaceful place. Anyone can come and visit with peace in mind. We are especially pleased to welcome retired professors because our biggest deficiency is that there are no qualified professionals in their field. We make an effort to train qualified human resources and, in this sense, we need retired teachers. I hope you will listen to this call.
I would like to end my remarks with one of the greatest legacies left to me by my esteemed father, who is known as the health father of Somaliland;

If you do not do what you do with your heart and conscience, you cannot be successful in it! We offer my respect, love and thanks and look forward to your cooperation in the short and long term.

HRN Zolani Mkiva: Greetings to everyone from South Africa.
What should we do for a solid future and a better tomorrow? What do we spend our resources and our time and energy on? While seeking answers to these questions, we must realize that education is the most important instrument of social change and transformation. Education of young people and children is the future of societies, it is their tomorrow.
Another version of the Somaliland reality is also valid in here; It would be a great mistake to think of the African continent as Europe and America, because opportunities in these lands are always limited and scarce. Distance education, which is an inevitable method in the Covid-19 process, is very difficult in these lands. There are young people here who have never seen a laptop or a mobile phone in their lives and have never searched on Google. Imagine the regions where the industrial revolution has never been…

So, what should be done? How should capacity building be undertaken? I think it will be possible with the cooperation of asset owners. If a strategically successful future is to be built, we must be together as wealthy people and move forward with common sense. Wealthy people should not be blind or ignore poverty and famine. In this sense, solidarity is very important. We should see each other in a spirit of cooperation. We must not continue to be silent and blind. At the same time, we must learn from each other. What can we do? We should exchange the exchange programs of our own system, introducing students to each other.
We must give importance to culture and keep the values alive. All cultural values are important, we just cannot continue to cherish our own culture. It should not be forgotten that culture and education are like two sides of a coin, they are never inseparable. Following culture, language is another key and critical word. Of course, there should be a common language for effective and practical communication, but it would not be the right attitude to suppress or ignore other languages. We must keep alive the languages of the world and give them the value they deserve. Culture, language and education are dynamic and integrated.
We call it continuous education, but how about education? Of course, quality education. The gaps in the existing system should be filled, and

young people should be directed to what is good and beneficial. You may know, in this region, young people have fallen prey to drugs and various bad habits. Why is that? Because of the gaps in education. Due to the shortcomings, young people are turning to these places and they do not spend their time on useful things or scientific knowledge. If you want improvement and return in the long run, you should invest in people.

Prof. Dr. Sabahudin Hadzialic: Consider the question of free society or healthy society; In order to have a healthy society, the media in society must be free. Talking about the capacity building of any sector where there is no freedom of expression is like building a building without a foundation. When we look at the example of Bosnia and Herzegovina, there is a great pressure and censorship in the media sector due to the practices of the current government. The social situation after the war caused the media sector to become fragmented and biased. Journalists could no longer move pens freely; it became impossible to write against the government, their writing was not published if they tried, professional ethics were violated and their careers were blocked; journalists were attacked both verbally and physically. Journalists were politically bound to power. These pressures continue today, and journalists' unemployment rates are very high. Active employees, on the other hand, have poor working conditions. In this context, I would like to highlight five (5) important criteria for interacting and building ethical understanding in society:

1- Common values in the ethical system; democracy

2- Harmonization of rights and interests with other people's obligations

3- An ethical system should work for justice

4- Freedom of choice and compliance with the responsibilities of others

5- Right to equal obligations

Prof. Dr. Titumir Mahmud: Exactly what my heart is feeling, what my mind is thinking I wanted to shape this speech according to the moment in order to express it, I did not prepare a presentation. Our main speech as Universities before capacity building in order not to take your time and I would like to share with you seven (7) points that I think should focus on;

1- University is a place to make Innovation.

2- University is a place of teaching history. How should we focus on the concept of citizenship? Is it transformational or solidarity citizenship?

3- University is the most important building block of talent building. So how do we handle talents?

4- Versatility. What kind of versatility are we talking about? Are we really aiming for a future for everyone? How do we achieve this? The phenomena dictated by some countries are today called multiculturalism, do we mean such a perception by the versatility?

5- Benefit. What kind of community good are we talking about?

6- Are we trying to understand the society itself? What methods are we trying to do this? Are we doing it by focusing on the market or the human essence?

7- Social Solidarity. What kind of an individuality concept do we have? What do we mean by the self?

Now that I can make my voice heard by two global forces such as the Mediterranean University Association and the Eurasian University Association, I would like to state that the definition of the University must be made. What is a university? What is its function? What is the reciprocal by the community? It is of great importance to be able to answer all of these.

Dr. Liz Ng'ang'a: According to the majority, talent in education means a gift, academic success or performance. But no, talent means contradiction; talent in education, is critical thinking ability and leadership skill. Each time we raise discussion topics that will address education in general, but we are not talking about academic education and talent. We must address the issue of talent by emphasizing the importance of scientific knowledge and unity. Because in the future, talent management will emerge as one of the key concepts within capacity building.

Dr. Aydın Nurhan: Each country's educational steps are different. The education system is shaped by its own language, its own social dynamics and its own traditions. In the Republic of Turkey, educations foundation laid by Mustafa Kemal Atatürk. To those who want to take the path followed in the education system as an example from neighboring countries, he answered "No, you should develop the most appropriate education system for your country" and underlined how important it is for societies to create their own educational strategies. Every country has its own culture. This culture constitutes the educational purpose of that country. When we look at the Ottoman period, the aim of education was shaped by the desire to create a nation. In the first years of the Republic; It was to train bureaucrats. When we look at the next era, we can see that the only purpose of education is to train people for the private sector. In Turkey both secular and spiritual education are being tried together but something has been done wrong. My suggestion is to settle an education system that includes five (5) basic elements. What are those elements; sports, music, mathematics, history and mother tongue. The primary subject and contents that should be given within the education are these five elements that I mentioned, the rest is not very important. These five elements should be taught by the end of high school education. The child, who has received in-depth education on these subjects, can then be guided in the education life by evaluating the interest and ability. Of course, religion is also an important factor. I think it should not be kept away from education. Because humans also need spiritual things. Unfortunately, the quality of teachers in Turkey is quite low and this is very upsetting. Not only in Turkey but all over the world teacher quality is too low. So much so that teachers are incapable of using their mother tongue properly and correctly. This problem should be resolved. Teachers should have their own educational books. Students should be given the opportunity to discuss. The student should be released from the listening position. In this way, students will be able to be guided critically and then generate ideas themselves. Finally, I would like to touch on the perspective dimension of the five elements I mentioned; sport is an international branch, so is mathematics. You can find the most talented athlete or the smartest math brain and educate them according to international values. You cannot have a completely international perspective on music; You can take some values and teachings as examples, but you have to keep your own tunes alive. Hence, music is semi-national and semi-international. Language and history are completely national. You prepare and present content and integrity yourself.

Mr. Habimama Emmanuel: The education sector in Rwanda was restructured after the 1994 Genocide, which was one of the biggest massacres in human history. The greatest effort has been devoted to laying the foundations of the universal education system, and this effort has resulted in building an education system that encourages critical thinking and is also self-sustaining. I can clearly state that there have been significant changes in Rwanda. So much so that while there was only one (1) university in Rwanda in 1995, there were 40 universities in 2019.

Mr. Chelopas Wanyonyi Chelosi: In conflict regions, generally inequality in resource allocation is one of the main causes of conflict. Another is the welfare level, so that often the driving force behind the conflict is wealth injustice. The issue of hunger and food insecurity is one of the reasons that lead to conflict, as can be understood from the example of the Bread Revolution (caused by the increase in food prices) in North Africa. Conflicts, on the other hand, may appear in forms such as civil protests, riots, discontent, segregation, alienation, hunger or pandemic. During the conflict comes an immoral degradation of social systems. Food insecurity of the population leads to difficulties such as malnutrition. For some reason, the first sector to be affected is the agricultural sector, productive systems are destroyed in conflict. Thus, the movement of goods and services is disrupted, and the input, output and access of agricultural products are affected. Infrastructure and education departments, which are the drivers of economic growth, are also affected by the proceedings of the conflict. The post-conflict education sector should focus on rebuilding key skills lost or displaced during the conflict. When we look at the stages of the post-conflict education sector in the short, medium and long term; In the short term, it is seen that there is a search for solutions regarding the ceasefire declaration, the resettlement of the population in the agricultural areas and the end of the conflict.

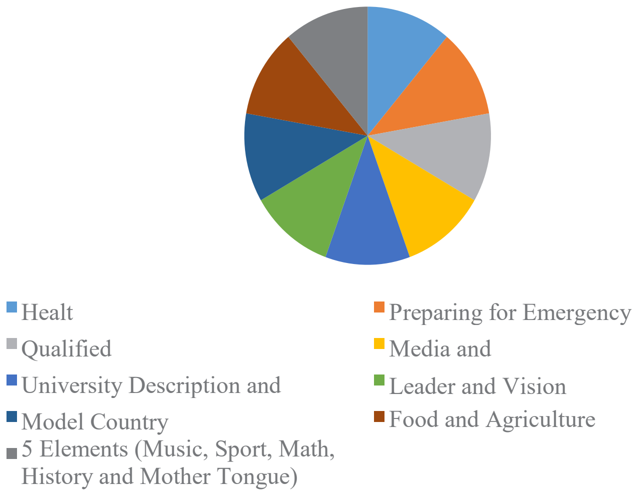
The post-conflict education sector should focus on rebuilding key skills lost or displaced during the conflict. When we look at the short, medium and long-term stages of the Capacity Building Workshop in the Post-Conflict Regions on July 28, 2020, where the post-conflict education sector passes; In the short term, it is seen that there is a search for solutions regarding the ceasefire declaration, the resettlement of the population in agricultural areas and the end of the conflict. To make the system work in the medium term and to rebuild agricultural marketing systems In the long run, the processes of developing technical agricultural skills are of great importance in order to eliminate the causes of sustainable development and conflict. To list the areas that are the special focus of the education sector in the post-conflict regions; advocacy and negotiation skills, finance management skills, technical skills, organizational development skills, and business development skills.

Finally, I would like to touch upon the agricultural sector, which I attach great importance to. I think it is necessary to focus on the components of food security in post-conflict regions. What are these components; food availability, food accessibility, food use and nutrition.

HE Williams Nkurunziza: I will not share with you the results of an academic study today. I want to shape my speech through the narratives of valuable speakers who took the floor before me. The training of Rwanda after the conflict was mentioned. While no one hopes that this country will be able to rise again, Rwanda has made significant progress in education and has become a model country. How did he do that? He succeeded with the factors of leadership and national vision-oriented vision. Just as there is a need for a leader to lead the mass events, a leader who can mobilize the society, identify needs and develop a strategy is needed after the conflict. This leader must have a vision, be able to draw a path, and at the end of that path, the society must be able to reach the goal. If this goal is to be sustainable in education, absolutely every child should be given access to education, and their learning should be ensured. Because education itself may die one day or people may have enough capacity, but if every student has the right to access education, the system will surely revive itself in some way.

Between 1982 and 1994, education was not a right in my country. Individuals who could get an education were people of the upper class or an opportunity gifted to them by politicians. After 1994, education policy was developed and education started to be seen as a right for capacity building in society. Children could receive education because they were given the opportunity to receive. I want to give an example; I was in England in 2014. I learned that a student was sent to Birmingham University for a mining engineering department with a government scholarship. I went personally and chatted with those students. I was very curious about how and why the students took advantage of this opportunity. Although one of the students made no application, he said that he was called one day by the officials of Short Notes 10 for the Capacity Building Workshop in the Post-Conflict Regions of his village on July 28, 2020, and that he was entitled to receive this scholarship. This student was a young peasant who had excelled throughout his education life, that is, until that day, who had an interest and skill in reading and acquiring a profession, but had no acquaintance with high authorities. In other words, although he did not have an acquaintance to favor him, he was able to take advantage of such an opportunity. This example actually tells us a lot about how to transform a society, how to improve and develop the education sector. Think of such a system that both detects the successful and the needy. This means that the system is a just and equal education system that recognizes the potential power and supports science. Achieving all of these should not be easy, but democratizing education, the presence of a forward-thinking leader and having a vision in the focus of national vision are the indispensable factors for the education sector to stand up in post-conflict regions today.

Figure 1: Focus of Post-Conflict



Based on the speeches of the speakers, it is a graphic of the major issues that need to be focused on capacity building in post-conflict education in conflict zones.