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PREFACE

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CHAPTER 1

OPEN INNOVATION PARADIGM: THE CASE OF TÜRKİYE

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Banu DEMİREL[2]

INTRODUCTION

Technological innovation is the competitive battleground of the companies for decades. Tough global competition, and significant changes in the business environment urge companies to be agile and be aggressively more enthusiastic to innovate. Open innovation is a new paradigm recommending companies to go beyond their boundaries and allowing inflows and outflows of knowledge [Chesbrough (2003)]. In other words, the firms should open their internal resources, innovation and knowledge to external environment and exploit external innovation and knowledge [Dahlander and Gann (2010)].

Open innovation has been one of the prominent research topics of the innovation studies that consistently attract scholarly attention along with the practitioners. In the growing body of the open innovation literature, there are still some gaps to be considered. For example, studies have mostly focused on the status of open innovation practices in developed economies [Verbano *et al.* (2015); Oduro (2019); Sabando-Vera *et al.* (2022)] and there are limited findings about open innovation utilization level of the firms located in developing countries. Therefore, to remedy this void in the literature, the current study attempts to provide insights into in-depth, multi-faceted explorations of open innovation paradigm in a developing country. Hence, open innovation approaches pursued, tools used, networks established and comprehensive managerial insights about barriers, motives and benefits of open innovation are aimed to be identified within a single case study of a leading foundry and valve manufacturer firm in Turkey.

The study is organized in five sections where the first section embodies the

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tion within a holistic point of view. Unfolding the current open innovation practices embraced, tools used, networks established in Turkey is believed to enhance the awareness towards open innovation. Moreover, findings obtained contribute to the conceptualization efforts of open innovation paradigm. The current study unveils that the firm embodies open innovation practices with a large concentration of in-bound00 and coupled modes of interaction across a relatively narrow range of network. Findings also illuminate that the user innovation tools have to be enhanced to better exploit the user experience. We chose to focus on a single industry (foundry and valve) to eliminate industry effects and increase internal validity. On the other hand, the research strategy embraced is being criticized as limiting the generalization of the findings due to external validity problem. Therefore, this study should be replicated in diverse research settings like different sectors and other developing economies.

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CHAPTER 2

THE UNIVERSALIST AND PARTICULARIST THREADS OF TURKISH FOREIGN POLICY

Emrullah ATASEVEN[1]

INTRODUCTION

In general, recent Turkish foreign policy tends to be seen as a single approach with a nationalist-conservative orientation. However, recent Turkish foreign policy could also be argued to be teetering between universalism and particularism. Consequently, this study focuses on a discussion or dilemma in Turkish foreign policy to enhance the understanding of the development and evolution of foreign policy and international relations in non-Western societies. This dilemma was induced by Turkish foreign policy's recent teetering between universalism and particularism, which has also affected Turkish foreign policy discourse, which constantly emphasizes Turkey's unique position between Europe and Asia and underlines the importance of geopolitics at nearly every turn. During the conservative AKP [Justice and Development Party] governments, Turkish exceptionalism with a particularist viewpoint was stigmatized as neo-Ottomanism. However, geopolitical exceptionalism is dwindling. Turkish policymakers have often used the phrase that Turkey is a unique bridge between East and West, between the Christian world and the Muslim world, and Europe and Asia, and the idea seems banal. Despite its anti-Western arguments, the AKP period did not fully adopt either a universalist or a particularist approach.

In Turkey, for example, references to the Ottoman past sometimes include an idealized picture of Turkish civilization outside of today's state borders. Following 9/11, such references became increasingly common and frequently included Turkey's claim that it was suited to mediate in Huntington's Clash of Civilizations (Nymalm and Plagemann: 2019: 31). Turkey's foreign policy also reflects its domestic teetering between nationalist secularism and political pan-Islamism. To clarify this, the present government has attempted to combine Islamic and national principles. A universalist and particularist approach appears to have been taken.

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CONCLUSION

Flexible alliances offer Turkey a new path to achieving its goal of strategic autonomy. The pursuit of a balanced foreign policy in the recent Russia–Ukraine conflict is an indication of this. Flexible alliances alone do not mean that Ankara desires to leave the Euro-Atlantic community. Due to its struggle for more independence, Turkey, which seems to be closer to Russia and some other non-Western regional or global powers, has had a more conflictual relationship with its Western allies. Moreover, bilateral relations with Russia have obvious limits. In Turkey's international orientation, the change in foreign policy currently does not seem to signal a shift towards either reorganization or disharmony.

Since the conclusion of the Cold War, Turkey's foreign policy vision has had a major element of self-actualization. Hence, Ankara is increasingly acting to pursue fundamental national interests, and sometimes this means a challenge to its Western allies. Consequently, Turkey has become a more powerful partner for the US and Europe. Turkey remains a challenging partner for Russia. In these partnerships, universalist and particularistic approaches and principles play a role.

This study focuses on Turkey's particularist and universalist foreign policies. The sometimes strained relations with the Arab Spring, the Alliance of Civilizations, the EU, the USA, Israel, or Russia are among the examples of this situation. Based on several cases, this study examined how foreign policy orientations, which appeared to be rigid and unchanging during the AKP governments, actually have a variable and flexible aspect.

The transformations of Turkish foreign policy in the last twenty years have also been investigated on a limited scale in this study, starting from particularist and universalist approaches. Exceptionalist and universalist attitudes at different levels were compared throughout the study, and the recent general framework of Turkish foreign policy was discussed.

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CHAPTER 3

E-COMMERCE PROTOCOL RESISTANT TO CYBER ATTACKS

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Mehmet Emre YAĞAR[2]

INTRODUCTION

Dramatic developments in technology have led to a revolutionary transformation both in social life and economy in 2000s. Web technologies have become an integral part of life at an unprecedented pace. Similarly, beginning from the fixed web services and then, even more with the mobile devices, unpredictable growth in the use of web connection has resulted in an exponential growth in the amount of commercial transactions conducted over the internet (Calzada & Tselekounis, 2018). All of this has created a major paradigm shift in society that has affected purchasing habits of users and the ways of companies to sell their products and services (Treiblmaier, Mirkovski, Lowry & Zacharia 2020). As a result, cyber security has evolved in lockstep with the advancement of communication technology. (Etemadi, Van Gelder & Strozzi 2021). Cybersecurity, like the technologies that are constantly emerging in this new digital economy, has taken on new significance in this new context. So-called cybercriminals take use of speed, mobility, data, and information sharing in order to benefit fraudulently (Dupont & Lusthaus) (2021). When it comes to cybersecurity, some of the fraudulent behaviors include data theft, phishing, attempted fraud, and web service blocking (Benz & Chatterjee, 2020). As a result, e-commerce has become one of the most vulnerable sectors when it comes to cyber security threats. As a result, while starting an e-commerce business, it's critical to think about cyber dangers and data security (Girsang, Candiwan, Hendayani & Ganesan 2020). The recent pandemic crisis affecting world economies has forced organizations to redesign their working models by leveraging digital technologies to ensure the continuity of existing operations, albeit remotely (Keenan, 2020). This change has affected most the employees of companies that saw their work habits have radically

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recorded to ensure the reliability of workplaces. Customers will be able to access these recorded data before taking any action.

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CHAPTER 4

AN APPLICATION WITH AHP – TOPSIS AND FUZZY AHP – TOPSIS INTEGRATED APPROACH IN SMARTPHONE SELECTION

Hakan AYDOĞAN[1]

INTRODUCTION

Technology in business and private life is increasingly intertwined (Lavrakas, 2007). Smartphones have emerged as a device that can connect to the internet like computers and can make calls and send messages like the first mobile phones. In a very short time, smartphones have become one of the indispensable needs of people. In this era of the digital world, mobile phones (communication and entertainment tool) play an important role in human life owing to their mobility, capabilities and portability (Singh, Avikal & Rashmi 2020). Smartphones, which seemed like a luxury when they first appeared on the market, have turned into a necessity. With increasing demand, countless mobile phone companies are offering increasingly complex options (Sterling, 2010). The smartphone industry has shifted to smartphone manufacturing for people in every user class. This resulted in the production of smartphones with different features or the same features with different quality.

Today it seems almost everyone is a smartphone user, particularly in developing countries and developed countries. While there is such a large market and demand, it is seen that the supply is also large. The biggest mobile phone manufacturers of the time, who could not keep up with the development of technology, could not cope with the competition and had to withdraw from the market. This has enabled new manufacturers to come to the fore.

While the majority of smartphones on the market use mobile software with Android operating system, there are also companies that use their own software. While the open source code of the Android operating system provides many advantages to users, privacy and the ability of malicious programs to access the de-

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Then, fuzzy TOPSIS method was used to rank the alternatives according to the criteria. The result of this ranking is shown in Figure 5 below.

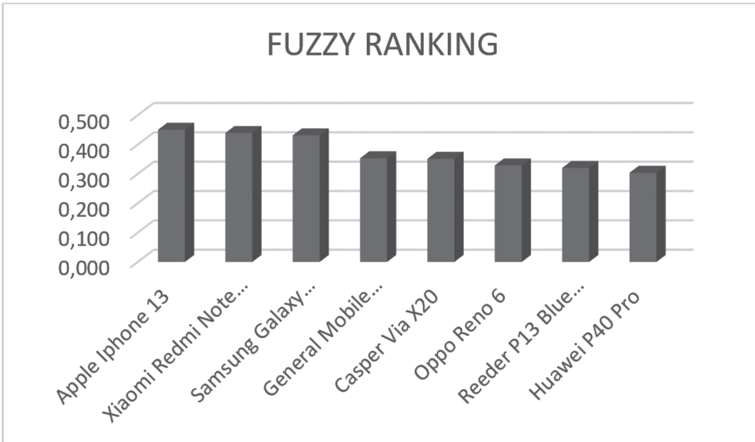

Figure 5: Ranking of Fuzzy TOPSIS Alternatives

As shown in Figure 5, contrary to the traditional method, Apple has been the leader among the alternatives. It can be seen as a confusing issue that the Apple product, which is generally poorly rated for Price and Battery Capacity, is in the first place. However, it is among the possibilities that Apple will come out first, as scoring is made on a price/performance basis. However, it can be said that there is no strong difference between it and its closest competitors due to its Battery Capacity.

According to these results, it is seen that there is an important difference between the traditional method and the fuzzy method. Although the difference causes a serious change on the ranking, it actually consists of binary or triple displacement of results that are numerically close to each other. From this, it is possible to conclude that both methods work similarly, but alternatives with close results are replaced as the cost of uncertainty. It has been mentioned in the studies that fuzzy methods give better results. This study proved that the main reason for this is to take into account the uncertainty. As a further study, the relative ranking of different results can be examined.

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CHAPTER 5

EXPLOSIONS IN ANKARA: POST-TRAUMATIC STRESS REACTIONS OF UNIVERSITY STUDENTS TO TERRORISM

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INTRODUCTION

Three consecutive terrorist attacks targeted Ankara, the capital city of Turkey, in 2015 and 2016. The first bombing took place on October 10, 2015, and is believed to have been perpetrated by ISIS (Islamic State of Iraq and Syria). Two bombs exploded consecutively in the space of three seconds, killing 109 people, and injuring hundreds of demonstrators who were holding a peaceful meeting. Only four months later, on February 17, 2016, a bus station near a military sector was bombed, killing 29 people, some of whom were military personnel and some civilians. The third attack occurred on March 13, 2016 at Kızılay Square, the center of the city where every Ankara citizen inevitably passes during the course of their city life. This explosion killed 38 people. The second and third terrorist attacks were perpetrated by the PKK, a Kurdish organization advocating armed struggle. Suicide bombers were responsible for carrying out all three terrorist attacks.

It is well documented in the literature that traumatic events result in elevated distress levels and can sometimes lead to mental disorders such as Post-traumatic Stress Disorder (PTSD) (American Psychiatric Association [APA], 2013; Brewin, Andrews, & Valentine, 2000; Galea, Nandi, & Vlahov, 2005). Breslau (2009) reports that residents of the USA frequently face traumatic events and less than 10% develop PTSD. Turkey is a country experiencing frequent traumatic events: natural disasters, traffic accidents, intense migration from countries such as Syria and Afghanistan, political violence, terrorism and so forth. Strikingly, an individual in Turkey reportedly has an 85% chance of experiencing a traumatic event in their lifetime (Karancı et al., 2008). In their literature review, including epidemiological

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related to the maintenance of PTSD, but not with its development. There may therefore be various factors shaping the association between social support and PTS. University students, who constituted our sample, socialize mostly with their friends who were also experiencing the terrible terrorist attacks. It is plausible to think that the distress level of everyone was high, which may have resulted in interpersonal friction alleviating PTSR (Zoellner et al., 1999). Hobfoll and London (1986) talk about a "pressure cooker" effect if the entire population is affected by the same event where intimate ties may intensify and spread concerns. Borja et al. (2006) report that positive social support is related to post-traumatic growth but not with PTSD. Post-traumatic growth was not assessed in our research, and its inclusion might help give a better picture of the issue. Recent research indicates that the relationship of social support with PTSR is complex, and the relationship can better be understood by using symptom clusters (e.g., disturbance in relationships) and different levels of social support (low versus high). Bayer-Topilsky (2012) argues that ongoing terrorist attacks create an uncertain environment where individuals focus on general feelings of anxiety and depression instead of PTSR. We may add that, as discussed above, some trauma-related reactions (e.g., being alert, safety behaviors) are not -and should not be- perceived as symptoms. Those giving social support to the victims may also focus on other issues, making the relation between social support and PTSR invisible.

To conclude, we must state some limitations to our research. Although we conceptualized the explosions as CTS, we used a cross-sectional design which is more appropriate for PTSD. Using a longitudinal design and perhaps using qualitative methods such as interviews would help us better understand the effect of CTS on people. The fact that social support and coping were not associated with traumatic stress reactions in our research calls for a better understanding of the relationship of these variables with ongoing traumatic situations, which we believe have differences from single traumatic incidents.

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CHAPTER 6

AN APPLICATION WITH AHP-TOPSIS HYBRID APPROACH IN LAPTOP SELECTION

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INTRODUCTION

It has become very easy for people to communicate thanks to the rapidly developing computer technologies and the internet since the millennium. The development of computer technology is currently experiencing rapid progress since its creation (Iqbal & Simangunsong, 2020). With the development of portable computers, information can be accessed anywhere that is connected to the network. Due to the Covid-19, which showed up at the end of 2019 and affected the whole planet as of 2020, many people, especially office staff and students, participated in the distance education or working frenzy. Currently, computers are created not only in the form of personal computers, but also in smaller formats called laptops (Iqbal & Simangunsong, 2020). Although the pandemic has lost its effect, remote working and education continues to maintain its effect. In such an environment, the importance of laptop computers has increased more than ever before.

Computers are complex devices in terms of hardware and software by nature. But each laptop offers different features of each type and gives each type a unique look and shape (Abdillah, 2022). There is a big difference between being able to use a computer and having extensive knowledge in this field. For this reason, it turns into a difficult decision-making process for the buyers, which features of a laptop to be purchased as a necessity should be looked at. Laptops continue to become more and more expensive devices as technology advances. Laptop computer selection is a problem in which many criteria are evaluated simultaneously (Aytekin & Kuvat, 2018). That's why choosing a laptop buyer is very important.

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B0007NT, respectively.

Since the alternatives chosen in this study are chosen in line with the suggestions of the decision makers, the limitation of the application is that it will only be proven correct on the selected models. Therefore, it is obvious that results may change as models change and diversification increases. As a further study, ranking can be done by performing the evaluations of the decision makers in a fuzzy environment. In addition, the differences can be revealed and discussed by comparing the two studies.

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CHAPTER 7

ATTACK, VULNERABILITY AND DEFENSE APPROACHES IN CLOUD SECURITY

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INTRODUCTION

Today, everyone, individuals and organizations, uses the cloud services on a certain level. The pay-as-you-go model makes it available for users of every economic scale (Seyrek, 2011). While individuals are using the cloud services for data storage, data backups, e-mails, etc., organizations tend to use it for virtual desktops, software development, data backups, data storage, data recovery, computing power, and strong security tools (Sarıtaş & Üner, 2013). While big organizations need bigger cloud services and resources, individuals only require a small amount of resources. Some of the biggest organizations may need data centers at multiple locations around the world, to deliver their services (Çelik, 2021). Cloud providers solve this problem with their secure big data centers around the world. These data centers also help the enterprises to open their business in other places and grow faster (Ersever et al., 2017). As an example to the use cases of cloud, gaming industries were using cloud for delivering their product to users in the past and today big companies are working on a new system that will enable the users to open games or programs their hardware can not open. With the help of the cloud's computing power and a strong Internet connection any device that satisfies the needs of cloud application will be able to open applications that normally with its hardware it could not (Göv & Erdoğan, 2020).

Cloud computing brings many benefits. Because it uses a "pay-as-you-go" model, it is cheaper in most cases than creating your own data center and physical server (Kavzoğlu & Şahin, 2012; Uslu et al., 2021). The cloud being globally scalable, fast and having easy access to a broad range of technologies increases performance and therefore productivity of customers. Third party cloud providers ensure strong security for the customer's work, customer and their service and therefore themselves. Also, data backup and disaster recovery provides reliability (Dokuz & Çelik, 2017).

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vulnerabilities and how to avoid them with the right security policies. We can see that most of the vulnerabilities are (other than the malicious intended ones) caused unintentionally. Afterwards, we see the attack vectors, how they work, what causes them to happen, are all of them intentional or some of them happen because of negligence. What are their harm to the cloud, cloud provider and the client, how can they be prevented. Finally, in the defense mechanisms part, it is seen that although IDS and IPS applications are very crucial for security, policies are at the center of the security mechanisms. Since even if the strongest IDS/IPS applications are used, without a strong security policy and an advanced incident response plan, we can never say our system is safe.

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CHAPTER 8

ASSESSMENT OF THE G20 PARTICIPATING COUNTRIES IN TERMS OF TAX RATES USING THE CRITIC BASED CoCoSo APPROACH

Gökhan ÖZKAYA[1]

INTRODUCTION

Taxation is one of the foremost of the sovereign rights of a state. In addition, taxation is a tool that has important consequences when used economically, socially and politically. As a fiscal policy tool, taxation allows states to make effective practices in achieving their goals in the macro economy. The government can realize the desired contraction and expansion in the supply and demand aspects of the economy through taxation. In addition, growth policies can be implemented through public sector savings shaped after taxation. The role of tax policies in achieving similar macroeconomic targets reveals that taxation is the most effective and effective economic policy tool in the hands of the state (Dietsch, 2015; Tcherneva, 2006).

There are also several ways to evaluate a tax system. For example, determining a social welfare function that includes value judgments, an economic model and the initial balance of the economy, whether it is possible to increase social welfare with tax reform are important points. There are many successful and unsuccessful reform studies carried out by developing countries (Di John, 2006). The most successful among these reforms is the 1974 Colombian tax reform. This reform met most of the needed changes in the country's tax system. The 1974 reform sets an example for developing countries. On the other hand, another reform that affected all tax reforms after 1980 was the US 1986 tax reform. This reform, which emerged from the USA and England after 1980 and spread all over the world and was structured in accordance with all the requirements of the supply-side economical approach, has been accepted as a model by many developed/developing countries, even if it is not very valid for their own countries (Bird, 1989, 2004;

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than the countries at the bottom of the list in terms of the scores they obtained from the evaluation made with MCDM methods in terms of relevant tax indicators. India, China, Turkey and United Kingdom have very close values to each other in terms of final evaluation scores.

The CoCoSo (Combined Compromise Solution) method used in the study is a fairly new multi-criteria decision making method. At the same time, the application of the CRITIC (CRiteria Importance Through Inter-criteria Correlation) method, which is one of the objective weighting methods, has become very popular. Both the recognition of the method and the fact that MCDM methods are not sufficiently utilized in an important social issue such as tax has led to this method being preferred. As emphasized in the literature review section in the introduction part of the study and in many other studies, the CoCoSo (Combined Compromise Solution) method and the CRITIC-based CoCoSo method are quite consistent with the results of other methods and have an accepted calculation basis. This approach is an integrated method, which is a summary of the compromise solutions of the exponentially weighted product and the simple additive weighted product model.

The limitation of the study is that the indicator weights can be different when the indicator data in the study are analyzed with similar objective weighting methods such as Entropy or subjective MCDM weighting methods such as ANP and AHP. Even if the same weight values are used, the rankings may change slightly when other MCDM methods such as TOPSIS, VIKOR, MOORA are used instead of CoCoSo. However, as stated earlier in the study, it is understood that the rankings are very consistent in comparative applications with CoCoSo and other MCDM methods. Therefore, researchers are expected to compare this study with the analysis results of other MCDM or different methods in the future.

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CHAPTER 9

1923-1930 ECONOMY OF THE REPUBLIC OF TÜRKİYE AND MODERNISATION

Mehmet DEĞİRMENCİ[1]

1. INTRODUCTION

After the Ottoman Empire, which ruled over three continents and managed to survive for more than 600 years, was officially erased from the stage of history in 1923, the Republic of Turkey, which was established after the Ottoman Empire, inherited both the political and cultural heritage of the Ottoman Empire, as well as the economic heritage of the Ottoman Empire.

At the time of its foundation, the Republic of Turkey inherited a very difficult economic situation. Many unfavourable factors such as the increase in war expenditures, the decline in the treasury's revenues, and capitulations revealed the economic situation of the Ottoman Empire. The young Republic had to take some serious steps to recover this legacy and to ensure that it would move forward. Every step to be taken in this field had to be taken cautiously and in a way that could be a solution. Because the country had emerged from a heavy war and was also a young Republic. For this reason, it was necessary to take low-risk but also big steps. Due to the heavy psychological burden, the ruling cadres had to act very cautiously.

What are the modernisation moves in the Turkish economy in the efforts to get rid of this dark picture in the first years of the Republic of Turkey? In this study, we will seek the answer to this question. We will seek the answer to this question by analysing the economic situation after the establishment of the Republic, that is, from 1923 to 1930. In short, we will make an analysis of economic policies between 1923 and 1930 and reveal the situation of these policies in terms of modernisation.

In this framework, in the first part of our study, we will try to give a brief explanation of modernity and modernisation and what should be understood from these concepts. In addition, the question of what economic modernisation is will

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In this context, the Ottoman Empire could not isolate itself from the concept of modernisation and was affected by it. The Ottoman State, which had survived for many years with its own economy and continued its life without being dependent on the outside world, was dragged into a bottleneck in the economic field as well as in the cultural, social and political fields with the modernisation movements.

The Republic of Turkey, which inherited the legacy of the Ottoman Empire, acted with the motive of overcoming these bottlenecks. However, the concept of modernisation, which means westernisation, also showed its influence in this period. In addition to its impact in the cultural, social and political fields, its economic impact, which is the main subject of this study, affected the young state considerably.

This study, which is a brief summary of the economic policies implemented between 1923-1930, reveals the modernisation moves in the economy. In this context, the Izmir Economic Congress held at that time constitutes the main framework. The basic approaches that shaped the 1923-1930 period were put forward in this congress and became the most important elements. The view of liberalism, which is mentioned in the section on the main objectives of the congress and which dominates the congress in general, being the dominant view in the western states in the world, makes it easier for us to look at the policies of that period from the framework of modernisation.

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CHAPTER 10

BLOCKCHAIN AND ITS FINANCIAL ACTIVITIES[1]

Mustafa Salim EREK[2]

INTRODUCTION

TCP/IP Internet network protocol was introduced in 1974 and it was like a revolution for the world, it basically says computers how to react with each other but since that time nothing much changed, the whole system is still based on same protocol. Now, blockchain technology is the new revolution (Keertikumar, 2015).

Internet was the first step for the digital revolution, it started new era for decentralization. Thanks to years of research, cryptography and decentralized system could be presented to the humanity, all this work brought the technology which is called blockchain technology. This technology changes how the world functions, it basically has the meaning of bringing unrelated people for a consensus without a controlling system. The blockchain is a shared database, in which the saved information can't be reversed, at the same time it can't be debauched.

Blockchain technology has really important function, it reduces (or completely invalidates) the need for the middleman. Annulling that need creates limitless amount of opportunities, most important benefit is the cost effectiveness. Apart from monetary help, it will also nullify the requirement of law and regulation, new kind of digital contracts can be demonstrated.

Blockchain technology has limitless number of benefits for the economic, political, humanitarian and legal systems. Blockchain technology has three different categories. Blockchain 1.0 is liquid money which can be used for transfer and payment purposes. Blockchain 2.0 is contracts can be used as stocks, bonds, mortgages etc. and finally Blockchain 3.0 is the rest of all possible usages, governments, science offices, companies, jurisdiction and all other places can use applications with regarding to blockchain technology (Swan, 2015).

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1 This study is evolved from Blockchain and Its Practices by M. Erek, 2018, International Journal of Innovative Research in Social and Natural Sciences.

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CHAPTER 11

ANALYSIS OF THE IMPACT OF CROSS-TRAINING ON EMPLOYEE SUSTAINABILITY WITH SIMULATION APPROACH

Tuğçe ŞİMŞEK[1]
Ahmet Bahadır ŞİMŞEK[2]

INTRODUCTION

Sustainability is the ability to maintain a certain level, and in the Brundtland (1987) report it is expressed as *"meeting the needs of the present generation without compromising the ability of future generations to meet their needs"*. This universal definition indicates that sustainability focuses on the continuity of natural resources. On the other hand, sustainability emerges at the intersection of economic, social and environmental domains, and in this respect, it guides many derived concepts such as cultural sustainability, financial sustainability and environmental sustainability. Sustainable human resources management is one of them and is defined by Enhert, Parsa, Roper, Wagner and Muller-Camen (2016) as: *"the adoption of HRM strategies and practices that enable the achievement of financial, social and ecological goals, with an impact inside and outside of the organization and over a long-term time horizon while controlling for unintended side effects and negative feedback"*. This definition helps us set the sustainable human resources objectives as follows: i) contributing to the sustainability goals of the organization, ii) developing, renewing and maintaining the human resources of the organization, iii) monitoring the effects of human resources practices on employees and the organization and adapting them to changes. After a comprehensive research, Stankevičiute & Savanevičiene (2018) lists the characteristics of sustainable human resources management as follows; long-term orientation, care of employees, care of environment, profitability, employee participation and social dialogue, employee development, external partnership, flexibility, compliance beyond labor regulations, employee cooperation, fairness, and equality. If the definition, ob-

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CHAPTER 12

A COMPARATIVE ANALYSIS OF WILLIAM SHAKESPEARE'S ROMEO AND *JULIET* AND NIZAMI GANJAVI' S *LAYLA AND MAJNUN* AS UNIVERSAL PORTRAYALS OF UNREQUITED LOVE

Fikret GÜVEN[1]

INTRODUCTION

Romeo and Juliet and *Layla and Majnun* have become the symbols of longing, affection, and destructive love. The tragic end of lovers is not due to hubris or weakness of the characters but one of which destiny plays a role. Young lovers' choices are foreshadowed by hostility between two families, however, when the lovers are about to overcome all the obstacles on their way for a happy reunion, unfortunate events cause tragic ending of the stories. William Shakespeare's *Romeo and Juliet* and Nizâmî Ganjavi's2 *Layla and Majnun* have fictional and contextual similarities although they belong to different cultures and literary forms. Though the similarities could be result of a simple coincidence or the fact that they portray universal theme of destructive love, a comprehensive examination of narratives suggest that the intertextual elements such as context and intensity provide an insight to their relationship. Traditional gender roles are imposed on both men and women in both texts. However, protagonists deviate from expected gender roles by defying social norms for love and die as a result of their transgression.

Layla and Majnun and *Romeo and Juliet* are immortal stories of Eastern and Western literatures. Shakespeare's play *Romeo and Juliet* is based on English poet Arthur Brooke's narrative poem, "The Tragicall Historye of Romeus and Juliet" (Brook, 1908, xxi). When Shakespeare touched this familiar story with his own art and genius, this play spread not only in England but throughout Europe; this legend became popular in England with the poetry of Arthur Brooke (Brook, 1908, xxi). Harold Bloom notes that "the play is the largest and most persuasive celebration of romantic love in Western literature" (1998, p. 90).

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2 Ganjavi's Layla and Majnun's prose version has been used in the analysis

geographies, they have several common features in terms of plot, the universality of unrequited love, the agony of separation, and raptures of union. This study analyzed the thematic similarities between the two narratives. In both works, characters deviate from their expected roles. Men are expected to be masculine and carry themselves with valor, defiance, and vigor while females are expected to be subservient to men. However, the protagonists deviate from gender roles expected by the society. When the heroines show their passion and love, they defy rules and oppose the norms in contrast to the expectations of society. Similarly, the male protagonists are far from the image of brave, valiant, and quarrelsome men. Both men are melancholic, sensitive, and passionate. With the agony of separation and weight of love, they cry and whine, conditions unbefitting to men. Artificial values such as honor, bravery, and obedience are replaced with humane feelings of love, affection, and longing. The young lovers try to resist against norms rather than being ordinary but unhappy members of society. Layla and Juliet find themselves in an impossible situation. Married against their will, they have to be faithful to their husbands, but they also remain faithful to their lovers. The heroines are emblematic of incarcerated woman in a patriarchal society. The same is true for both Romeo and Majnun as they represent soft and sensitive males. They are repeatedly berated for lacking the will to fight, make flowery declarations of love, and expressing their emotions. Their feminine attitude and passivism are questioned by other characters who welcome verbal and physical confrontation. However, Romeo and Majnun defy authority and traditional gender roles. While prioritizing love over conventions, their transgressive behavior challenges, and resists patriarchy. In conclusion, protagonists deviate from expected gender roles by defying social norms for love and die as a result of their transgression.

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