YUSUF HAS HACIP'S IDEAL MANAGEMENT MODEL: SCALE DEVELOPMENT STUDY[1]

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Alper Tunga ŞEN
Asst. Prof. Dr.
Kastamonu University
Faculty of Economics and Administrative Sciences
Kastamonu, Türkiye
alpertungasen@gmail.com
ORCID ID: 0000-0003-1943-9040

Erol TURAN
Prof. Dr.
Konya Gıda Tarım University
Faculty of Social Sciences and Humanities
Konya, Türkiye
erol.turan@gidatarim.edu.tr
ORCID ID: 0000-0003-0343-7622

Adem ÖZDEMİR
Asst. Prof. Dr.
Ağrı İbrahim Çeçen University
Faculty of Economics and Administrative Sciences
Ağrı, Türkiye
aozdemir@agri.edu.tr
ORCID ID: 0000-0003-3127-6846

Fatma Zehra SAVI
Prof. Dr.
Karabuk University
Safranbolu Şefik Yılmaz Dizdar Vocational School
Karabük, Türkiye
fatmazehra@karabuk.edu.tr
ORCID ID: 0000-0003-1554-6500

Deniz KUNDAKÇI
Assoc. Prof. Dr.
Kastamonu University
Faculty of Economics and Administrative Sciences
Kastamonu, Türkiye
dkundakci@kastamonu.edu.tr
ORCID ID: 0000-0002-7331-5682

ABSTRACT

Management is one of the most researched subjects in social sciences. Management science is increasingly gaining attention in the literature because it is a broad field where various management models are constantly investigated, and scientists try to obtain better and more effective solutions. However, the number of researchers who carry out studies to develop new management models is low. This study, which includes both qualitative and quantitative methods, is an attempt to develop a management model scale based on Yusuf Has Hacip's work Kutadgu Bilig. Various processes were carried out during the development phase, including item generation, scale improvement, Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA) and validation process. The results revealed that the Yusuf Has Hacip (YYH) Ideal Management Model Scale has four sub-dimensions: law and justice, wisdom, destiny and satisfaction and happiness and status. The goodness-of-fit indices obtained as a result of confirmatory factor analysis can be listed as Chi-Square (CMIN)/Degrees of Freedom (FD)=1.678, Comparative Fit Index (CFI)=0.97, Root Mean Square Error of Approximation (RMSEA)=0.041, Standardized-Root Mean Square Residual (SRMR)=0.048 and Goodness of Fit Index (GFI)=0.95. These obtained values show that the semantic and structural validity of the developed scale is accepted.

Keywords: *Yusuf Has Hacip, management science, Kutadgu Bilig, scale, ideal management*

JEL Codes: *M12, Y10, C10*

Scope: *Public Administration*
Type: *Research*

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YUSUF HAS HACİP İDEAL YÖNETİM MODELİ: ÖLÇEK GELİŞTİRME ÇALIŞMASI

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Alper Tunga ŞEN
Dr. Öğr. Üyesi
Kastamonu Üniversitesi
İktisadi ve İdari Bilimler Fakültesi
Kastamonu, Türkiye
alpertungasen@gmail.com
ORCID ID: 0000-0003-1943-9040

Erol TURAN
Prof. Dr.
Konya Gıda Tarım Üniversitesi
Sosyal ve Beşeri Bilimler Fakültesi
Konya, Türkiye
erol.turan@gidatarim.edu.tr
ORCID ID: 0000-0003-0343-7622

Adem ÖZDEMİR
Dr. Öğr.Üyesi
Ağrı İbrahim Çeçen Üniversitesi
İktisadi ve İdari Bilimler Fakültesi
Ağrı, Türkiye
aozdemir@agri.edu.tr
ORCID ID: 0000-0003-3127-6846

Fatma Zehra SAVI
Prof. Dr.
Karabük Üniversitesi
Safranbolu Şefik Yılmaz Dizdar Meslek Yüksekokulu
Karabük, Türkiye
fatmazehra@karabuk.edu.tr
ORCID ID: 0000-0003-1554-6500

Deniz KUNDAKÇI
Doç. Dr.
Kastamonu Üniversitesi
İktisadi ve İdari Bilimler Fakültesi
Kastamonu, Türkiye
dkundakci@kastamonu.edu.tr
ORCID ID: 0000-0002-7331-5682

ÖZ | Yönetim, sosyal bilimler alanında en çok araştırılan konulardan biridir. Yönetim bilimi, çeşitli yönetim modellerinin sürekli olarak araştırıldığı ve bilim insanlarının daha iyi ve daha etkili çözümler elde etmeye çalıştığı geniş bir alan olması nedeniyle literatürde giderek daha fazla ilgi görmektedir. Ancak yeni yönetim modelleri geliştirmek için çalışma yapan araştırmacı sayısı azdır. Hem nitel hem de nicel yöntemlerin yer aldığı bu çalışma, Yusuf Has Hacip'in Kutadgu Bilig adlı eserinden yola çıkarak bir yönetim modeli ölçeği geliştirme girişimidir. Geliştirme aşamasında madde oluşturma, ölçek iyileştirme, Açımlayıcı Faktör Analizi (AFA), Doğrulayıcı Faktör Analizi (DFA) ve doğrulama süreci olmak üzere çeşitli süreçler yürütülmüştür. Sonuçlar Yusuf Has Hacip (YHH) İdeal Yönetim Modeli Ölçeği' nin hukuk ve adalet, bilgelik, kader ve doyum ve mutluluk ve statü olmak üzere dört alt boyuta sahip olduğunu ortaya koymuştur. DFA analizi neticesinde ortaya çıkan uyum iyiliği indeksleri ise Chi-Square (CMIN)/Serbestlik Derecesi (SD)=1.678, Comparative Fit Index (CFI)=0.97, Root Mean Square Error of Approximation (RMSEA)=0.041, Standardized-Root Mean Square Residual (SRMR)=0.048 ve Goodness of Fit Index (GFI)=0.95 şeklinde sıralanabilir. Elde edilen bu değerler geliştirilen ölçeğin anlamsal ve yapısal geçerliliğinin kabul edildiğini göstermektedir.

Anahtar Kelimeler: *Yusuf Has Hacip, yönetim bilimi, Kutadgu Bilig, ölçek, ideal yönetim*

JEL Kodları*: M12, Y10, C10*

Alan: *Kamu Yönetimi*
Türü: *Araştırma*

1. INTRODUCTION

In the periods when the classical management approach prevailed, shortcomings of and criticisms towards this kind of management approach paved the way for the emergence of new management models (Hartley, 2006). Today, management can be described as a concept encountered in every aspect of the lives of societies, communities, and individuals (Pindur, Rogers andSuk, 1995). Both now and in the future, the presence of management will be discussed in any environment where human beings exist (Babailov andIaroslava, 2022). Management is a pervasive human activity that emerges in diverse settings, including local, social, and political spheres, as well as within organizational structures (Kırılmaz, 2020; Zawada, 2023).

When the management models and practices of the Turkish states in the past are examined, there were scholars, scientists, and managers with high-level management capabilities who aimed to bring advanced management practices to management science (Terrill, 1965). Among others, notable figures were Bilge Kağan, Gazzali, Tonyukuk, Kanuni Sultan Süleyman, Osman Bey, Fatih Sultan Mehmet, Kültigin, Farabi, Koçi Bey, Katip Çelebi, Ibn Khaldun and Yusuf Has Hacip (Akçakaya, 2019). All these management geniuses made great contributions to management science and played a pioonering role in developing a management understanding unique to Central Asia (Harry, 2006).

Kutadgu Bilig is a fundamental work that shaped the ideal management approach of the period. In this important work, the importance of values such as justice, knowledge, reason, moderation and happiness in the triangle of the individual, society and state in administrative processes is emphasized. In this context, the work points to a deep management philosophy. The developed scale is important in terms of bringing together the teachings of Kutadgu Bilig with the systematic approach of today's management sciences. In this respect, it offers an original and local management tool that can be used both in academic studies and in practical applications. The relevant scale not only reveals the contribution of a historical text to management science, but also brings to light the contribution that Turkish-Islamic thought can provide to management practices. On the other hand, the aim of this study, which was used in the past years and described as quite successful, is to develop a scalable management model based on the influential ideas and views of Yusuf Has Hacip, a well-known scholar of Central Asia and whose works are still valid today. This study aims to develop a management model scale grounded in the influential ideas and insights of Yusuf Has Hacip, a renowned scholar from Central Asia whose work continues to be highly relevant today.

2. LITERATURE REVIEW

Bukhara, Samarkand, Fara, Balasagun, and Tashkent were the leading cultural and artistic cities of the Karakhanid State in the 11th century (Polat, 2015). The most significant figures of intellectual life were raised in these cities were Farabi, Ibn Sina, Mahmud al-Kashgari, Khwaja Ahmed Yasavi, and Ghazali, each of whom was renowned and expert in their fields, enlightened the skies of Central Asia and humanity with their thoughts (Akçakaya, 2019). Yusuf Has Hacip was born in one of these significant cities, Balasagun in 1018 (Uçar, 2019). Balasagun was described as the capital of Central Asian Turkic khans in the 12th and 13th centuries. Yusuf Has Hacip completed his education in areas including Arabic, Persian, Hebrew language and literature, philosophy, history, mathematics, astronomy, and medicine in this city. In addition to these, he was interested in chess, birding, hunting, archery, and chovgan, a type of polo (Çakan, 2017). Yusuf Has Hacip was a good reader; he critically read and tried to understand the works of Aristotle, Plato, Avicenna, and Farabi. He also read the legends of Moses, Jesus, and Alexander, as well as Ferdowsi's Shahnameh, participating in various debates to understand them comprehensively (Özden andGünay, 2024).

Yusuf Has Hacip began writing his work named Kutadgu Bilig in Balasagun. Actually, his work concretizes his thoughts on life, humanity, society, and state administration through the dialogues, debates, and correspondences of four heroes representing four principles (Can, 2023). He centered seriously on the nature and importance of the classes that form society. Yusuf Has Hacip left Balasagun in 1068 and went to Kashgar, the center of the Eastern Karakhanid State (Akçakaya, 2019). He worked on his work for another year and a half. He completed it in 1070 and presented it to Tavgaç Buğra Khan (Kaya, 2017).

Kutadgu Bilig is composed of 73 chapters and over 6500 couplets. After writing this work in the Kashgar Turkish language, the author, known as Yusuf of Balasagun, began to be called Yusuf Has Hacip (Hacıyeva, 2020). Yusuf Has Hacip began writing his book in his thirties and finished it when he approached his sixty (Adıyaman, 2022). According to a rumor, Yusuf Has Hacip prayed to God as "O God, let me live a little longer, grant me the strength and power to complete my Kutadgu Bilig" (Taşdelen, 2019).

Kutadgu Bilig was recorded as major works of for the Turks, with the Karakhanids being the first Turkish state to accept Islam (Karaman, 2020). Today, three known copies of this great work of Turkish literature exist. One of these three, written in Uyghur script and later known as the Vienna manuscript, was found and purchased by a diplomat in the 18th century at the Istanbul book market (Gürsoy andEraslan, 2021). The second copy, written in Arabic script,

was found in 1896 and is known as the Cairo manuscript, housed in the Khedivial Library in Egypt (Kalyon andKalyon, 2019). The third copy, the Fergana manuscript, was written in Arabic script. Kutadgu Bilig has been the subject of many studies to date (Mert, 2017). The nature of the book as well as its name have been debated. Some researchers consider Kutadgu Bilig a political treatise written according to Aristotelian philosophy, while others argue that describing the work as a political treatise undermines its human value. On the other hand, some others accept it as a moral, philosophical, didactic poem or a summary of political and legal ideas gathered in Turkish circles for centuries (Adalıoğlu, 2013).

Kutadgu Bilig is essentially based on four basic principles: justice, state, wisdom, and contentment. These four principles both conflict with and complement each other (Yazıcı, 2006). Life and the world are described as the product of these four essences coming together in harmony and creating a balance in every aspect of life (Uluçay, 1977). Likewise, what Yusuf Has Hacip tried to achieve in Kutadgu Bilig can be interpreted as an effort to integrate with the universe and complete himself (Arat, 1993; Kafesoğlu, 1970; Ercilasun, 2002; Arsal, 2014). In his work, these four fundamental principles are explained via four characters. The plot of the work is shaped around four symbolic characters: the ruler Kün-Togdı, representing justice, the vizier Ay-Toldı representing administration/state (kut), the vizier's son Öğdülmiş, representing wisdom and knowledge, and Odgurmış, representing the dervish (Demirel, 2014; Büyükbaş andVargün, 2016). In the Kutadgu Bilig, a work focused on the themes of knowledge and wisdom, the primary objective of governance is to achieve justice, which entails the fair and impartial application of the law rather than the benevolence of the ruler. The legal framework underpinning this system is grounded in the principles of truth, goodness, equality, and humanity (Demirel, 2014).

Considering all these aspects, it can be easily understood that Yusuf Has Hacip was a wise man who raised in Central Asia. On the other hand, Kutadgu Bilig, the work to which he devoted almost all his life, is still the subject of many studies today (Dilaçar, 1995). Based on all these, the main purpose of this study is to develop a management model scale based on the mentioned work.

The method adopted for the development of the "YHH (Yusuf Has Hacip) Ideal Management Model" scale and for the validation of its values is based on the scale development stages mentioned in DeVellis (2016). The steps encompass a comprehensive review of the pertinent literature, the generation of an initial item set, the solicitation of expert feedback, the implementation of a pilot study, the execution of requisite analyses, the administration of the scale to

the target population, the conduct of factor and reliability analyses, and the subsequent reporting of the findings. Initially, the construct and dimensions to be measured in the study were examined in detail through a literature review. Then, steps were taken to create the item pool.

3. METHODOLOGY

3.1. Creation of the Item Pool

As an initial step, similar studies in the literature were thoroughly reviewed to create the item pool. Next, the gathered information was listed as items in accordance with the scale to be developed. The researchers developed multiple items to capture the construct of interest as precisely as possible. After the necessary format and grammar revisions, the items were sent to experts in their final form. A total of 36 items were created for the scale. Then the item pool was formed, it was sent to a group of experts from relevant fields to receive their feedback. Based on the feedback and suggestions received, a 5-point Likert was preferred.

3.2. Ethical Permission for the Research

This research was carried out in accordance with the decision of Karabük University, Social and Human Sciences Research Ethics Committee dated 29.03.2024 and numbered 2024/04.

3.3. Conducting the Pilot Study

The survey form, revised in accordance with experts' feedback and suggestions, was administered to 50 participants for the pilot study. When the relevant literature reviewed, it is seen that the pilot study should be carried out with 30 to 50 participants (Erkuş, 2012). The results of the pilot study can be categorized into positive or negative comments as the comprehensibility of the scale, the duration of the scale, item-total analyses, and reliability coefficients.

Table 1: Frequency Analysis of Participants for the Pilot Study

	Demographic	Frequency	Percentage (%)
Gender	Male	30	60
	Female	20	40
Status	Employee	41	82
	Manager	9	18

Education Level	Primary	9	18
	Secondary	3	6
	High School	7	14
	University	14	28
	MA	14	28
	PhD	3	6
Age	24 and Below	1	2
	25-34	9	18
	35-44	24	48
	45-54	12	24
	55 and Over	4	8
Income	17.000 TL and	3	6
	17.001 TL - 30.000	18	36
	30.001 TL - 50.000	18	36
	50.000 TL and	11	22

First, four questions were asked to the participants to obtain information about the clarity, simplicity, readability and duration of the survey. The responses of the 50 participants to these four questions are presented in the table below.

Table 2: Participants' Comments in the Pilot Study

	Expression	Number of
Comprehensibility of the Items	Comprehensible	49
	Complex	1
Legibility of the Items	Legible	48
	Illegible	2
Duration of the Survey	Long	2
	Suitable	48
Comprehensibility of the Concepts in the Survey	Comprehensible	49
	Complex	1

Table 2 indicates that 49 participants found the survey and its items comprehensible, while 1 participant found the items complex. According to 48 participants the items were legible, whereas 2 participants found them illegible. 2 participants found the survey long, while 48 participants did not find it long. Finally, the concepts in the survey were comprehensible for 49 participants whereas they were complex for 1 participant. Based on the feedback, formal problems such as spelling mistakes and line spacing were revised. The absence of any other criticisms can be interpreted as the survey form not causing discomfort to the participants.

3.4. Item Analyses after the Pilot Study

The pilot study's findings prompted the execution of relevant analyses using the SPSS 26 software suite to assess the overall reliability of the scale. The item analysis stage, one of the most essential phases in scale development, should not be overlooked by researchers. After this stage of the research, it is important to express the item analysis results of the scale and the relevant Cronbach alpha value. Furthermore, it is essential to provide a rationale for the removal of items from the scale.

Table 3: Reliability Analysis of the Pilot Study

Reliability Statistics	
Cronbach's Alpha	,886
Number of Items	36

The results of Cronbach's Alpha coefficient were analysed to analyse the internal consistency of the relevant items of the scale. The acceptable lower limit for the Alpha coefficient is stated to be 0.70, but in scale development studies, this coefficient can be reduced to 0.60 (Field, 2009; Kılıç, 2016)). After the pilot study, the Cronbach Alpha coefficient was analysed as 0.886. Considering that this is a scale development study, it can be interpreted that it is reliable. After that, item-total analysis results were obtained, and the correlation coefficients of each item were examined.

Table 4: The Results of the Item-Total Analysis

	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
Scale item no 1	-,221	,898
Scale item no 2	,550	,881
Scale item no3	,401	,884
Scale item no 4	,494	,882
Scale item no 5	,448	,883
Scale item no 6	,482	,882
Scale item no 7	,220	,886
Scale item no 8	,521	,881
Scale item no 9	,513	,882
Scale item no 10	,626	,879
Scale item no 11	,515	,881
Scale item no 12	,588	,880
Scale item no 13	,585	,879
Scale item no 14	,595	,880
Scale item no 15	,366	,884
Scale item no 16	,587	,882
Scale item no 17	,357	,885
Scale item no 18	,401	,884
Scale item no 19	,536	,883
Scale item no 20	,323	,885
Scale item no 21	,294	,885
Scale item no 22	,390	,885

Scale item no 23	,387	,884
Scale item no 24	,358	,884
Scale item no 25	,496	,882
Scale item no 26	,442	,883
Scale item no 27	,480	,884
Scale item no 28	,213	,886
Scale item no29	,026	,889
Scale item no 30	,310	,888
Scale item no 31	,448	,883
Scale item no 32	,582	,880
Scale item no 33	,592	,881
Scale item no 34	,403	,884
Scale item no 35	,376	,884
Scale item no 36	,584	,879

As mentioned before, after the "Adjusted Item-Total Correlation" analysis, it is seen that the items with a value lower than 0.30 have low correlation (Cristobal, Flavian and Guinaliu, 2007). In that situation, removing the mentioned item from the scale is important for obtaining better results in the next phases of the study. However, it should be noted that removing all items below the specified value at once can lead to incorrect results. Since the analysis values change after each item is removed, the item removal process should be carried out one by one and in the relevant order. In this study, as a result of sequential item simplification, the values of these items have changed, and the mentioned items (items 1, 7, 21, 28, and 29) have been removed from the scale to obtain more reliable results. After the removal of the mentioned items from the scale, the Cronbach's Alpha coefficients of the remaining items and total item analysis results are presented in the following tables.

Table 5: Reliability Analysis of the Pilot Study After the Elimination of the Items

Reliability Statistics	
Cronbach's Alpha	,901
Number of Items	31

Table 6: Item-Total Analysis Data After Item Removal

Item No	Corrected Item-Total Correlation Value	Cronbach's Alpha If Item Deleted Value
Scale item no 2	,540	,897
Scale item no3	,399	,899
Scale item no 4	,489	,897
Scale item no 5	,454	,898
Scale item no 6	,478	,897
Scale item no 8	,536	,897
Scale item no 9	,509	,897
Scale item no10	,610	,895
Scale item no 11	,522	,897
Scale item no 12	,597	,895
Scale item no 13	,589	,895
Scale item no 14	,598	,896
Scale item no 15	,347	,900
Scale item no 16	,583	,897
Scale item no 17	,364	,900
Scale item no 18	,415	,900
Scale item no 19	,504	,899

Scale item no 20	,319	,901
Scale item no 22	,370	,900
Scale item no 23	,401	,899
Scale item no 24	,334	,900
Scale item no 25	,484	,898
Scale item no 26	,445	,898
Scale item no 27	,473	,899
Scale item no 30	,339	,902
Scale item no 31	,468	,898
Scale item no 32	,608	,895
Scale item no 33	,604	,897
Scale item no 34	,410	,899
Scale item no 35	,363	,899
Scale item no 36	,600	,895

After the pilot study and item removal procedures, the Cronbach Alpha value increased from 0.886 to 0.901, indicating that removing the items did not harm the scale but rather increased its reliability coefficient. Table 6 presents the items that will be administered to a larger sample group in the next stage of the study. The fact that none of the eliminated items had values below 0.30 proves that the items are compatible with the scale structure.

3.5. Explanatory Factor Analysis Data

After finalizing the items and the scale, the survey form was prepared for explanatory factor analysis. Tabachnick and Fidell (2001) state that it is sufficient to involve participants equal to five times the number of items, while Preacher and MacCallum (2002) suggest that the sample size should be at least between 100 and 250. Based on the recommended sample size in the existing literature,

the present study involved a total of 205 participants, which exceeded the requisite 155 participants (31*5). It was found that five participants' surveys were not suitable, and these were excluded from the study. Analyses were conducted with 200 surveys. After the pilot study, exploratory factor analysis was conducted to test the construct validity of the scale, which was reduced to 36 items. This analysis also aimed to collect information regarding the factor distribution, as the scale included five demographic questions. At this phase of the study, varimax rotation was preferred to extract the principal components using Kaiser's normalization criterion (Field, 2009). The initial results of the factor analysis, including the Kaiser-Meyer-Olkin (KMO) value and Bartlett's test results, are presented in the table below.

Table 7: The Initial Results of KMO and Bartlett's Test after the Exploratory Factor Analysis

KMO and Bartlett Sphericity Test	
Kaiser-Meyer-Olkin Value	,823
Bartlett Sphericity Test Chi-square Approximation Value	2089,904
Bartlett Sphericity Test df Value	465
Bartlett Sphericity Test Sig.Value	,000

In order to understand whether the data are suitable for factor analysis, KMO Bartlett Sphericity Test was performed. A KMO value below 0.60 indicates that the data are not suitable for EFA, while a value close to 1.00 indicates that the collected data are suitable for EFA. Bartlett Sphericity Test examines whether the variables are related to each other and whether these relationships are of sufficient magnitude for EFA (Büyüköztürk, 2014). As a result of the analyses, the KMO value for the "YHH Ideal Management Model" scale was found to be .823. EFA was performed in order to test the suitability of the collected data for factor analysis (Kline, 2014). This method was adopted to determine the most appropriate structure for a previously determined model (Fabrigar, Wegener, MacCallum and Strahan, 1999). Considering the suggestions presented in the study by Hair, Black, Babin and Anderson (2005), items with factor loadings below 0.5, items with cross-loadings, and items loaded on more than one factor were removed from the scale form. The factor loading values of each item were determined by rotation. As stated in the previous sections of the research, the acceptable factor loading threshold for each item is 0.5. The initial analysis revealed that the scale consisted of eight sub-factors with eigenvalues above 1.

It is crucial that the item removal process be performed sequentially and one by one, just like in the item analysis process. Removing multiple items simultaneously can cause problems in the explanatory and confirmatory factor analysis phases. In this study, 14 items (items 2, 8, 9, 11, 15, 17, 19, 23, 24, 25, 26, 33, 34, and 36) were excluded because they had loading values on multiple factors (difference less than .10), loading values above .32 for more than one factor (Costello and Osborne, 2019), and factor loading values below .50 (Büyüköztürk, 2014). After removing the items, the factor analysis was reconducted. It is generally accepted that factors with eigenvalues of 1 or higher should be included in the study. Additionally, it has been highlighted that at least 40% of the total variance should be explained (Çokluk, Şekercioğlu and Büyüköztürk, 2012). After the rotation, a four-factor structure consisting of 17 items was obtained, explaining 55.826% of the total variance. The KMO value was 0.813, and Bartlett's Test of Sphericity provided a chi-square value of approximately χ^2 (276) = 1483.960 ($p < 0.01$), confirming the fundamental factor structure of the scale. The final values of the KMO and Bartlett tests, the explained variance ratio, and the factor loadings of the items are presented in the tables below.

Table 8: The Results of KMO and Barlett Sphericity Test after the Elimination of the Items

KMO and Bartlett Sphericity Test	
Kaiser-Meyer-Olkin Value	,813
Bartlett Sphericity Test Chi-square Approximation Value	1483,960
Bartlett Sphericity Test df Value	276
Bartlett Sphericity Test Sig.Value	,000

The results of the KMO and Bartlett tests improved after the item elimination process, indicating that the factor distributions became more meaningful and explanatory. The increase in the total variance explained supports this finding.

Table 9. The Result of Total Variance Explained as a Result of Exploratory Factor Analysis After the Elimination of the Items

C.	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cum. %	Total	% of Variance	Cum. %	Total	% of Variance	Cum. %
1	4,709	27,700	27,700	4,709	27,700	27,700	2,890	16,998	16,998
2	1,937	11,396	39,096	1,937	11,396	39,096	2,576	15,155	32,153
3	1,567	9,216	48,312	1,567	9,216	48,312	2,362	13,891	46,044
4	1,277	7,513	55,826	1,277	7,513	55,826	1,663	9,781	55,826
5	,937	5,509	61,335						
6	,869	5,113	66,448						
7	,786	4,625	71,072						
8	,746	4,386	75,458						
9	,689	4,050	79,508						
10	,593	3,488	82,996						
11	,562	3,305	86,301						
12	,546	3,212	89,513						
13	,458	2,693	92,205						
14	,421	2,475	94,680						
15	,373	2,194	96,874						
16	,276	1,623	98,497						
17	,256	1,503	100,000						
Principal Component Analysis									

After determining the number of factors, it is necessary to identify which factors are grouped under which dimensions and the factor loadings as a result of the rotation process. The distribution obtained after the rotation process is specified below.

Table 10: The Distribution of Factor Loadings after the Elimination of the Items

Item No	Factor1	Factor2	Factor3	Factor4	Cr. Alfa	CR Value	AVE Value
Scale item no 3		,732			0,77	0,77	0,57
Scale item no 4		,669					
Scale item no 5		,855					
Scale item no 6		,776					
Scale item no 10	,726				0,78	0,84	0,53
Scale item no 12	,847						
Scale item no 13	,802						
Scale item no 14	,695						
Scale item no 18	,540						
Scale item no 16			,809		0,55	0,73	0,48
Scale item no 22			,675				
Scale item no 27			,578				
Scale item no 20				,627	0,69	0,79	0,43
Scale item no 30				,753			
Scale item no 31				,722			
Scale item no 32				,598			
Scale item no 35				,592			
Principal Component Analysis. Varimax with Kaiser Normalization.							
5 iterations.							

Removal of overlapping items resulted in the factors having clear and distinct loadings. As seen in the table, the scale consists of 17 items under four dimensions. In his work "Kutadgu Bilig," Yusuf Has Hacip referred to four principles: law/justice, wisdom, fate/contentment, and happiness/state. In present study, the factor analysis grouped the items into four dimensions as Factor1 (law and justice), Factor2 (wisdom), Factor3 (fate and contentment), and Factor4 (happiness and state).

At the end of all these processes, confirmatory factor analysis can be performed. When developing a scale with more than one factor, Cronbach's Alpha value must be calculated for each sub-dimension. Especially in scale development studies (Cronbach, 1951), care must be taken to ensure that Cronbach's Alpha value is greater than 0.5 for each sub-dimension. Table 10 above shows Cronbach's Alpha values for reliability and the Critical Ratio (CR) and Average Variance Extracted (AVE) values used to measure convergent validity for each sub-dimension. According to Fornell and Larcker (1981), an AVE value greater than 0.5 is important for convergent validity. However, AVE values below 0.5 are also acceptable. However, some conditions must be met for this acceptance to occur. The first of these conditions is that the CR value must be greater than 0.6. If this condition is not met, if the CR > AVE condition is met, the convergent validity is provided with an AVE value less than 0.5 (Hair et al., 2005; Temel, 2022; Özdemir and Tan, 2023).

Considering all these statements and the AVE values in the study, the convergent validity of the Factor1, Factor2 and Factor3 sub-dimensions is accepted. The AVE value for the Factor4 and Factor3 sub-dimensions is low. However, since the CR is greater than 0.6, it is seen that an AVE value below 0.5 is accepted. In addition, the CR > AVE condition is met for this factor (Hair et al., 2005; Temel, 2022; Özdemir and Tan, 2023). In the light of these explanations and values, it can be said that the scale and its sub-dimensions are acceptable in terms of convergent validity. Finally, it is seen that the CR values for all sub-dimensions are higher than the AVE values (Nunnally and Bernstein, 1994).

3.6. Confirmatory Factor Analysis Data

After conducting EFA, it is necessary to verify and confirm the factor structures with data from a different sample (Sümer, 2000). The study involved a confirmatory factor analysis conducted with a sample size of 396 participants. The analysis was carried out using the LISREL 8.80 software package, which was employed to verify the four-factor structure proposed in this investigation. Following the confirmatory factor analysis, the diagram presented in Figure 1 was generated using the LISREL version 8.80 program developed by Karl Jöreskog and Dag Sörbom. The analysis of the Path Diagram showed that some values were not within the desired range. After making the modifications suggested by the program, the values were observed to be within the acceptable range. The findings obtained after these modifications are presented below.

As seen in Figure 1, t-values were first examined in the confirmatory factor analysis. Examining this value initially is critical, as any statistical errors

in these values would necessitate the removal of the relevant item from the scale and the subsequent repetition of the study. It is crucial for t-values in confirmatory factor analysis to be significant. A t-value greater than the critical value of 1.96 suggests statistical significance at the conventional 0.05 significance level, while a t-value surpassing the more stringent threshold of 2.56 denotes statistical significance at the 0.01 significance level (Çapık, 2014). The findings revealed that the preliminary model is statistically significant and does not exhibit any notable errors, as evidenced by the t-values.

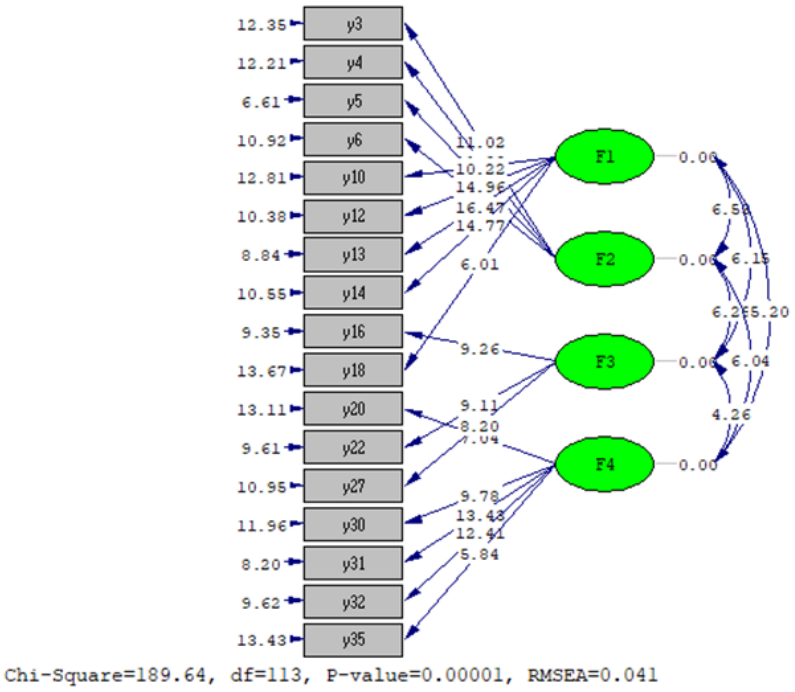

Figure 1: The T-Values for the Confirmatory Factor Analysis of the Yusuf Has Hacip's Ideal Management Model Scale

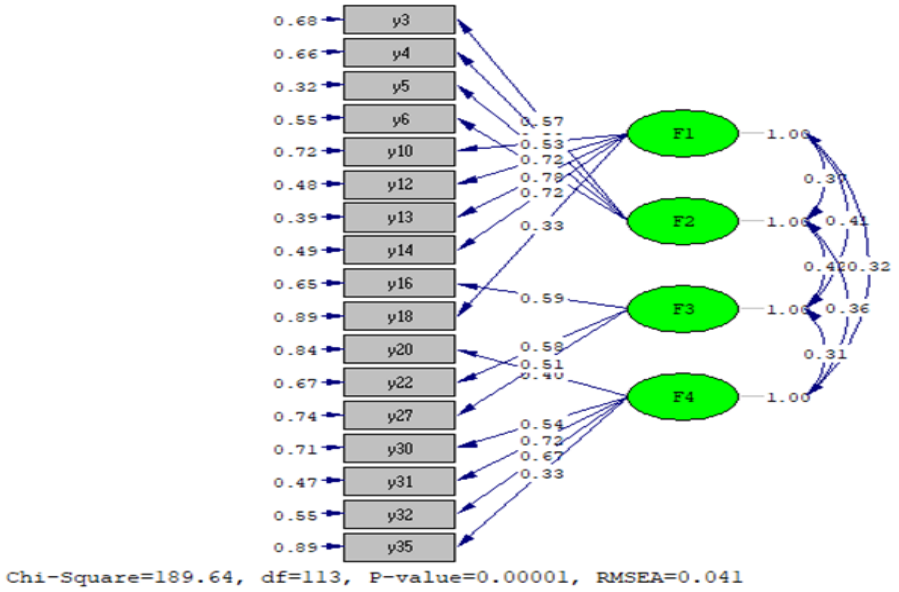

Figure 2: The Standardized Solution Values of the Yusuf Has Hacip's Ideal Management Model Scale

After investigating the t-values, the subsequent set of values that require analysis are the standardized solution values. As depicted in Figure 2, these values typically range from 0.32 to 0.89. Following the EFA, the overall measurement integrity of the research framework should be evaluated through confirmatory factor analysis, utilizing relevant analysis programs. The results of the confirmatory factor analysis should then be thoroughly analysed (Tarcan, Varol, Kantarcı and Fırlar, 2012). The measurement model exhibited a Chi-square value of 189.64 with 113 degrees of freedom. The chi-square freedom value is 1.678. The relevant value was found to be below the accepted value of 3.0. As a result of this value, it can be interpreted that the model fit of the scale is at a good level. In addition, RMSEA was found to be 0.041 and SRMR was found to be 0.044. Both indicate a sufficient level of model fit. (Hooper, Joseph and Mullen, 2008). The measurement model demonstrated acceptable fit, as evidenced by a NFI of 0.92, and excellent fit, with a CFI of 0.97 (Hu and Bentler, 1999). The GFI also showed an excellent fit of 0.95. The confirmatory factor analysis findings affirm the robust measurement properties of the research framework. (Anderson andGerbing, 1988; Ağbektaş and Karagöz, 2016; Thompson, 2006).

3.7. Reliability Analysis

After the completion of factor analyses, the reliability analysis of the scale needs to be re-evaluated and presented. In the study conducted, Cronbach's Alpha and Split-Half Reliability tests, which are frequently preferred in order to prove the reliability of the scale, were used (Robinson, Shaver and Wrightsman, 1991).

Table 11: The Results of Reliability Analysis - Split-Half Reliability

Reliability Statistics	
Cronbach's Alpha	,780
Split-Half Reliability	,818

Reliability analysis results were obtained for the remaining 17 items based on CFA data. Alpha value of the scale was found to be 0.78, and the Spearman-Brown split-half test result was found to be 0.818. In scale development and adaptation studies, scales with a reliability value of 0.70 and above are considered reliable (Robinson et al., 1991). When all these results are considered, it has been proven that the internal reliability of the Yusuf Has Hacip Ideal Management Model Scale is acceptable.

4. CONCLUSION

In today's rapidly changing business environment, the traditional uniform approach to management is no longer sufficient (Büyükbalcı et al., 2021). The concept of management and management behaviour can be expressed in different ways and explained with different meanings in today's societies and by researchers. In fact, the most important issue about management is that all individuals inevitably face this concept. It is accepted that knowledge in social sciences is produced by a central authority and that scientists transmit this knowledge to their own countries.

When countries that produce and use knowledge in social sciences are examined, it can be argued that research focuses more on testing the knowledge produced by developed countries rather than revealing something new. This situation leads to various results. First, countries that use or test knowledge face difficulties in producing their own knowledge. Second, analysis processes may not have been sufficiently taken into account in the studies in the literature. Finally, the scales used by countries that use previously produced knowledge may not be suitable for their own countries (Erdemir, 2018). With the acceleration of

globalization, communication, disruptive technologies and capital flows, fundamental changes have emerged in organizations and a more dynamic, competitive and unpredictable environment has been created (Camillus, 1996; Ahn et al., 2004). As a result, organizations should adopt and adapt to new management models that are more flexible, organic and innovative in their approaches to strategy and organizational structure. (Dasgupta, 2019) All these mentioned issues actually reveal the objectives of the study. The aim of the study is to develop an ideal management model scale based on the work of an important, knowledgeable and well-educated scientist in terms of Turkish management history, taking into account the issues that are suitable for Turkish culture today and have been successful in the past. For the relevant scale development study, Kutadgu Bilig, written by Yusuf Has Hacip in the 11th century and the first example of a political treatise in Turkish literature, was used.

The scale items of the study were created by examining the relevant work in detail and then arranged in the form of scale items by expert academics in the field. Then, the scale items were subjected to a pilot study. The pilot study was conducted with the participation of 50 academicians working in the field of management. After the analysis of the answers given, the scale items with an item-total correlation value below 0.30 were removed from the scale and exploratory factor analysis was performed. The exploratory factor analysis was also conducted with 205 academicians working on management, considering the need for more than 5 times the number of items. Finally, confirmatory factor analysis was conducted with 396 participants working in the field of management. The fact that the goodness of fit values had good fit values showed that the relevant scale was valid. In addition, Cronbach Alpha analysis was performed to determine the reliability of the measurement tool.

When all these aforementioned findings are taken into consideration, the Ideal Management Model scale, which is valid and reliable, suitable for the Turkish management structure and culture, and consists of successful experiences in the past, has been introduced to the literature. The scale consists of 17 items with four factors. On the other hand, it should be noted that more studies are needed to support the reliability and validity of the Ideal Management Model scale. The scale should be used in various geographical and cultural contexts to assess its applicability and validity. In this way, comparative studies can be conducted in the future.

5. CONFLICT OF INTEREST STATEMENT

There is no conflict of interest between the authors.

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7. AUTHOR CONTRIBUTIONS

ATŞ: Idea;
ATŞ, AÖ: Design;
ATŞ: Supervision;
ET, FZS, DK: Collection and/or processing of resources;
ATŞ, AÖ: Analysis and/or interpretation;
ET, FZS, DK: Literature review;
ATŞ, AÖ: Author of the article;
ET, FZS, DK: Critical review

8. ETHICS COMMITTEE STATEMENT

The study adhered to the ethics committee's principles, and necessary permissions were obtained in accordance with intellectual property and copyright regulations.

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Appendix 1. Yusuf Has Hacip's Ideal Management Model Scale
1-Kesinlikle Katılmıyorum 2- Katılmıyorum 3-Kararsızım 4- Katılıyorum 5- Kesinlikle Katılıyorum

Yönetim rasyonel (akılcı) davranışlara dayanmalıdır.	1	2	3	4	5
Yönetim faaliyetlerinde duygulara yer verilmemelidir.	1	2	3	4	5
Yönetim kadrosu içerisinde görev yapan kişiler de rasyonel (akılcı) davranan kişiler arasından seçilmelidir.	1	2	3	4	5
İdeal yönetim ancak akıl ve bilgi ile gerçekleştirilebilir.	1	2	3	4	5
Yönetim faaliyetlerinde halkın menfaatine yapılan yasal düzenlemeler toplumsal gelişmişliğin göstergesidir.	1	2	3	4	5
Yasal düzenlemeler yönetim bozulmaların önüne geçilmesinde en önemli unsurdur.	1	2	3	4	5
Yasal düzenlemeler siyasal iktidarın kişiselleşmesini önlemektedir.	1	2	3	4	5
Yasal düzenlemeler yöneten ve yönetilen arasındaki güven düzeyinin yükselmesinde önemlidir.	1	2	3	4	5
Etkin ve verimli bir yönetim için yöneticinin olumlu karakter özellikleri önemlidir.	1	2	3	4	5
Yönetilenler kötü yönetim faaliyetlerine karşı sabır göstermemelidir.	1	2	3	4	5
Etkin ve verimli bir yönetim ancak sabır ile gerçekleştirilebilir.	1	2	3	4	5
Adil bir yönetim yöneten ve yönetilen arasındaki ilişkileri güçlendirmektedir.	1	2	3	4	5
İyi bir yönetim kadrosu tek başına karar alan değil, ortak karar alan bir yapıdan oluşmalıdır.	1	2	3	4	5
Çalışacak olan kişilerin seçimlerinde mülakat ve referans önemlidir.	1	2	3	4	5
Yükselme sürecinde yönetici çalışanların deneyim sürelerine göre karar vermelidir.	1	2	3	4	5
Yönetim faaliyetlerinde yer alan kişiler işe bağlılık düzeylerine göre seçilmelidir	1	2	3	4	5
Yönetimde devamlılığın sağlanması adına sürekli görev değişimi ve yeni kişilerin yetiştirilmesi önemlidir.	1	2	3	4	5