

## Stakeholder Analysis and Stakeholder Management: A Conceptual Framework for Turkish Forestry

Yaşar Selman Gültekin

Düzce University Faculty of Forestry, Department of Forestry Konuralp Campus Düzce  
Turkey. selmangultekin@duzce.edu.tr

### Abstract

*In this study, concepts of stakeholder analysis and stakeholder management have been introduced and evaluated the management of stakeholders' relationships in stakeholder theory framework in Turkish forestry practices. In accordance with this purpose especially General Directory of Forestry (GDF) and their applications were investigated in respect of stakeholder management strategies in Turkey. Some literature examples have given related to forest stakeholder analysis within the scope of stakeholder theory. Finally, stakeholder analysis and management studies have considered in Turkish forestry. There are offered a set of suggestions in the context of stakeholder theory for the future research.*

**Keywords:** Stakeholder, Management, Participation, Forestry.

## 1. Introduction

Whether it is in private enterprises or in the public sector, the management approach is constantly evolving and changing. While these new management approaches may be adaptable to private firms in a very short period of time, these approaches can remain indifferent for a long time. It is possible to explain that these management approaches can be put into practice by private companies in a short time with more dynamic, clearer goals and objectives and narrower boundaries. However, due to bureaucracy, it is very difficult for the public to have such a dynamic structure as in private enterprises, to have clear goals and targets and to have the possibility of narrowing the borders.

In recent years, rapid change, especially as a result of intensified competition in business, has begun to increase the importance of stakeholder and stakeholder analysis concepts. In the future it is assumed that relationships with stakeholders can play a decisive role in sustaining their assets [1]. For this reason, it is necessary to define the characteristics of the stakeholders in order to understand the relationship of the stakeholders to the business [2]. "Stakeholder theory" which refers to the process of defining the stakeholders of the business, analyzing the relations with the stakeholders and developing appropriate strategies for managing the stakeholders [3].

In this study stakeholder concept, stakeholder analysis and stakeholder management concepts were introduced, a conceptual research was carried out within the framework of stakeholder theory in the management of relations with stakeholders in forestry. For this purpose, a number of suggestions were made by giving examples from the literature in the context of the stakeholder theory related to the strategies used in the management of General Directorate of Forestry (OGM)'s stakeholders and stakeholders, especially in terms of OGM. Finally, the studies on stakeholders in forestry were evaluated and a number of suggestions were made for the studies that could be done within the framework of stakeholder theory.

## 2. Stakeholder Concept and Stakeholder Analysis

The concept of stakeholder corresponds to benefit, benefit and expectation in Turkish. It can also be defined as "share or benefit from an enterprise". The share may be a simple little benefit, or it may extend to a different value indicating a legal right, such as ownership [4]. The concept of stakeholder is defined as an entity with the power to influence various rights and business on the enterprise in its most general form [3]. The stakeholder word was first used in the literature as "the person holding the money rose in a betting game" in 1708 [5]. Freeman, who then uses the stakeholder concept, defines this concept as "people or groups affected by the success of the business and / or affecting the success of the business" [6]. Reference [7] has described the stakeholder as "the person who is entitled to any legal requirement to operate". According to the Turkish Language Association (TDK), the concept of stakeholder is expressed as "shareholder" [8].

The term "stakeholder analysis" means, in general terms, any opinion, judgment or opinion held publicly (as a shareholder) about an organization; The belief in the organization and the credibility of the organization. In other words, stakeholder analysis can be expressed as the whole of the perception of the institution. How the corporate reputation is evaluated by the stakeholders is revealed by the data obtained from the stakeholder analysis results [1]. Stakeholder analysis refers to the sequence of tools that enable stakeholders to identify and identify stakeholders based on their behavior, their reciprocal relationships, and their comments on a particular topic or resource [5]. The stakeholders of a firm have shown in Figure 1.

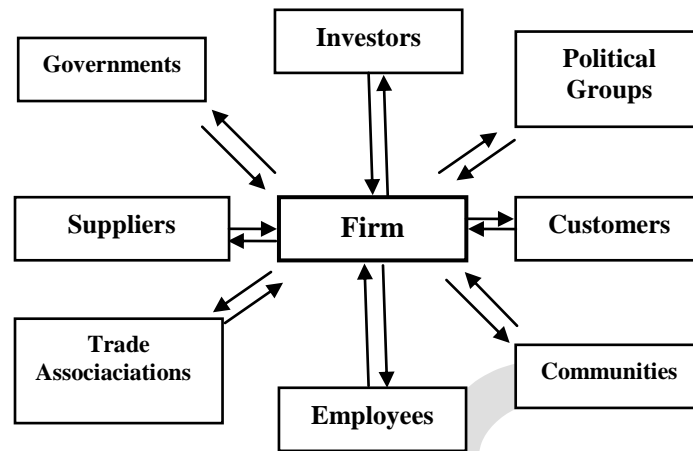


Figure 1. Stakeholder Model of Corporation [9]

### 3. Stakeholder Management

Stakeholder management is an ongoing process with the support of these stakeholders after identification of key stakeholders of the enterprise. The first stage of stakeholder management starts with stakeholder analysis. Stakeholder analysis identifies the most important stakeholders and attempts to understand these stakeholders. The next step after identifying the stakeholders is prioritizing them according to the strengths and the statements of the stakeholders and placing them in the power of interest table. The final step is to determine what motivates stakeholders and how stakeholders can be earned [10].

"Stakeholder management" is part of the analysis of relationships with stakeholders and is considered an important managerial activity. Identification of stakeholders, identification of similarities and differences among stakeholders, and analysis of the relationships established with stakeholders for the success of the organization [11] [3].

Stakeholder management emerges as a concept that requires communicating with stakeholders, negotiating and negotiating with them, and managing relationships. In addition, stakeholder management is a concept that involves directing stakeholders' attitudes and behaviors towards other stakeholders to the benefit of the business [12].

Stakeholder management requires the allocation of organizational resources, taking into account the impact of business activities on internal and external stakeholders. It is aimed at increasing the ability of the operator to realize the planned strategies. Stakeholder management, which has a complementary approach, envisages that the firm develops policies that are not just for a stakeholder, but for stakeholders who are trying to meet the expectations of all stakeholders [12].

Businesses and institutions are affected by the behavior of their stakeholders. The common-sense management of the business develops good relationships with its stakeholders using its environment. This form of management is often an important part of proper management. The basic assumption of this management model is that the main objective of the institutional idea is market success. Businesses should come from the environment where they are part of their stakeholders and focus on the need to be managed to get benefits, so that shareholders can be returned [6].

### 3.1. Stakeholder Management Process

Identification of stakeholders, understanding stakeholders, stakeholder analysis and stakeholder management constitute the functions of an effective stakeholder management. The questions to be asked in order to obtain the necessary information within stakeholder management are as follows [13]:

- Who are our stakeholders?
- What are the shares of our stakeholders?
- What are the opportunities and threats offered by our stakeholders?
- What responsibilities (economic, legal, ethical, voluntary, etc.) should the company fulfill against its stakeholders?
- Which strategies and activities should be used so that we can best manage our stakeholder threats and opportunities?

The above questions need to be understood in order to effectively manage stakeholders who have a number of demands on the business[13]. Stakeholder management can help meet this need at a time when it is increasingly difficult to anticipate the external environment. Effective stakeholder management will ensure that business priorities and activities are aligned with stakeholder needs. In this way, the business and the environment will have a healthy climate and the business will be successful [14].

### 3.2. Identification of stakeholders and their characteristics

In order to understand the relationship of stakeholders to the business, it is necessary to define who the stakeholders are and what their characteristics are. Today, businesses have realized that more attention should be paid to the relationships with the stakeholders in which they are involved so that they can continue their lives. It has become necessary for businesses to be cautious about all stakeholders, stakeholders, employees, suppliers, customers, financial institutions, local communities, environmental groups, the state and other stakeholders. If the expectations of the stakeholders mentioned are not met, the continuity of relations with an enterprise will be jeopardized. For this reason, businesses need to focus more on their stakeholders and on the relationships they engage with [15].

In studies on stakeholders, it is often stated that the characteristics that stakeholders possess are strength, legality and importance (necessity). Power is a concept of whether or not groups of stakeholders have the power to influence the business. Legality refers to whether stakeholders have legal or ethical rights over the business. The concept of necessity implies a degree of special interest from the stakeholders. Stakeholders generally expect different levels and types of interest based on strength, legality and necessity. The level of these characteristics that stakeholders have may vary from time to time[3].

Stakeholders have at least one of the following characteristics [2]: the power to affect the business, the ability to benefit from legal relationships, and the priority or importance of their needs. With a large number of stakeholder groups interested in the business, managers are paying particular attention to their stakeholders according to the group they are involved in, and the interest they show to them is increasing as the stakeholders have more features [16].

### 3.3. Classification of Stakeholders

Stakeholders are divided into two groups, the most general ones and the internal and external stakeholders. Internal stakeholders are those from within the business and closely related to management. Among the most important of the internal stakeholders are; Business owners, partners and employees. Internal stakeholders are directly affected by the operations of the operator. Since internal stakeholders are part of the system, they are usually within management's interest and are not overlooked too much. External stakeholders, on the other hand, were considered to be external environmental factors, but later became the main focus of management of these groups and of those considered as interest groups. Customers, suppliers, trade unions, local governments, competitors, government, environmental organizations can be considered as key external stakeholders [17][3].

By Reference [2] stakeholders are classified differently according to their characteristics and the anticipation they are expecting. Stakeholders are divided into 3 main groups in this classification made according to the precaution given to the stakeholders. In the first group, "Interested Stakeholders (hidden stakeholders)" and "Ineffective Stakeholders", "Optional Stakeholders", "Demanding Stakeholders" are listed under this group. In the second group, "Stakeholders with Presence" are included and there are 3 sub-stakeholder groups under the group "Dominant Stakeholders", "Dangerous Stakeholders" and "Dependent Stakeholders". Finally, in the last group, "Significant Stakeholders" take place. The classification of the stakeholders in terms of their strength, legality and importance are shown in Figure 2.

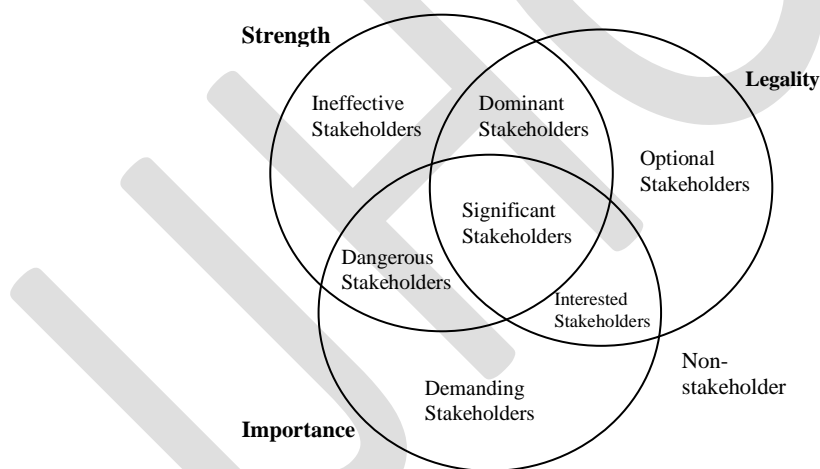


Figure 2. Classification of stakeholders [2]

Stakeholders in the group of stakeholders (hidden stakeholders) who are interested in low level are often not noticed or taken care of by managers. For this reason, the stakeholders in this stakeholder group are usually not overemphasized. Ineffective stakeholders under this group are ignored because their wishes are not legal, even though they have the power to obtain their requests. There is very little or no association with the business. Stakeholders on request are legally entitled to a number of rights, but have no power. For this reason, there is no importance by business managers. Demanding stakeholders are not sufficient to fulfill these demands, even if they are important because they have both legal rights and power [2], [4], [18].

Expectative stakeholders are more advantageous than prioritized stakeholders because they have two of the stakeholder characteristics and have a more active stance because of the increased number of

qualifications. Dominant stakeholders, one of the sub-stakeholders of this group, need to be constantly in management's interest because they have the power to influence operations to fulfill their legal rights and demands. They must never be neglected. The most important dominant stakeholders are shareholders and will receive. It is accepted by many researchers as the main stakeholders of dominant stakeholder businesses. Dangerous stakeholders from another sub-stakeholder group may often choose to use illegal methods to fulfill their wishes, as their claims have the same significance and strength characteristics, although they are not legal. They are considered dangerous stakeholders because they use force and violence as a force of sanction. Typically, strikes, terrorist acts and various sabotages are examples of the behavior of these stakeholders. This group is the last dependent stakeholder in the bottom stakeholder group. These stakeholders' demands are not legal and important, but they do not have sanction power. It is difficult for business managers and other stakeholders to implement their demands without support. Governments and media are the most important power sources for dependent stakeholders [2], [4], [18].

The significant stakeholders in the last group have the same stakes in all three of the stakeholder characteristics. For this reason, according to the stakeholders who are secret stakeholders and those who are anticipating, they are at the top of the priority in terms of business. It is possible to say that they have a more active stance because of the increased number of qualifications they have. The stakeholders that are priorities in terms of meeting their expectations are accepted as real stakeholders in terms of business management. Since the actual stakeholders have all three specified characteristics, they are working hard to satisfy their expectations of managerial managers as soon as possible [2], [4], [18].

#### **3.4. Determination of Stakeholder Expectations**

After classifying stakeholders, it is important to determine which of the stakeholder groups or which are more important for the business, and the priority in which the expectations according to the order of importance will win. There are two main methods that can be used to satisfy stakeholders ranked according to their importance, based on their ability to influence the facilitation activities. The first method is to support the stakeholder group in financial terms. For this method, for example, it is possible for an operator to make a good financial contribution to a customer, to give a considerable profit share to its shareholders, to offer wage increases to its employees, to pay timely and real value to the taxpayers, to invest in financial institutions, to help various social institutions can be counted [4].

It is generally accepted that the most important stakeholder group is formed by the customers. Customers, who are at the focal point of business activities, have the characteristic of being a demanding group in the buyer status of the goods and services produced by the business [4]. In recent years, with the development of social responsibility awareness in customers, expectations have begun to act more ethically than businesses. "Green Marketing" emerged as an understanding that businesses need to be able to realize their business objectives while at the same time showing the necessary skills in using limited resources to meet their needs. Along with these developments, the demand for products that have atmospheric and environmentally friendly, recyclable, renewable, non-phosphate properties among the society has begun to increase [19]. Along with the development of green marketing and social responsibility concepts, more conscious customers use their preferences for businesses that attach importance to ethical values [4].

### 3.5. Strategies Used in Stakeholder Management

Strategies used to manage relationships with stakeholders; Are defined as "reactive", "advocating", "negotiating" and "proactive". Within these strategies, consensual and proactive strategies, positive, defensive and reactive strategies are perceived as negative. Although such a classification would be useful, other researchers who took action to clarify this situation categorized stakeholders on the basis that stakeholders posed potential threats or co-operation to the organization, and stipulated various strategies to manage those stakeholders, as there was no guidance on which strategy would be applied in which situation [6],[19], [20].

The strategies and stakeholder types that can be summarized can be summarized as follows [6],[20]:

**-Participation Strategy (Stakeholder Type 1: Stakeholder Stakeholder):** This strategy is based on the implementation of the participation strategy, as there are stakeholders with the potential for high cooperation and low threats. By following a strategy that focuses on the supporting aspects of the stakeholders, it is ensured that the organization is well managed. The participation strategy aims to involve stakeholders in business activities where they can provide the highest level of support. The most appropriate stakeholders that may be involved in this strategy are the board of directors, managers, employees, suppliers, service providers and non-governmental organizations (NGOs). For example, managers can pursue a strategy that maximizes collaboration potential by enabling stakeholders to participate in decision-making. Similarly, it is possible to obtain favorable results by taking support from suppliers in the production process.

**- Monitoring Strategy (Stakeholder Type 2: Marginal Stakeholder):**It can be said that this strategy is suitable for stakeholders with low threat and low cooperation potential. According to this strategy, it is possible to protect the relations with the stakeholders as well as to reduce the expenditures of resources by considering that the interests of stakeholders are narrow and specific. Changes in stakeholder situations can also be monitored in the monitoring strategy. It can be said that shareholders and consumer groups are in this stakeholder group. In cases where the community is sensitive, such as environmental pollution and food safety, one or more of these stakeholders may act and create threats. Administrators should not ignore and support their interests in this stakeholder group when making decisions. Because of the fact that the stakeholder groups are involved in the given decisions, the lack of support may lead to negative consequences.

**- Defense Strategy (Stakeholder Type 3: Non-Supporter Stakeholder):**A strategy suitable for stakeholders with low co-operation and high threat potential. Defense strategy is the most problematic and dangerous stakeholder in terms of organization and managers, and is a preferred strategy in managing stakeholders who are not supporters and who are not cooperating with the enterprise. Advocacy-driven enterprises seek to reduce their dependence on stakeholders by seeking ways to change their stakeholder engagement. This strategy can be illustrated by competing businesses, trade unions, governments and the media as examples of the most appropriate stakeholder groups. It is the best strategy that businesses can take against these stakeholders. However, it is imperative that this strategy, which is necessary in the initial stages, be developed at a later stage.

**- Cooperation Strategy (Stakeholder Type 4: Both Good and Bad Stakeholder):** A suitable strategy for stakeholders with a high potential for co-operation and high threats. This strategy requires joint action with stakeholders through co-operation. Through this strategy, the company is going to cooperate with stakeholders in order to have positive effects on one side while minimizing the threats on the other side. Examples of suitable stakeholder type for this strategy include

employees, customers and complementary goods and services organizations where the supply of labor is low. In this type of stakeholder it is possible to see both of the supporting and non-supporting stakeholder characteristics. In this strategy, exemplary collaborations such as joint venture, merger emerged in the framework of appropriate cooperation.

These strategies, which can be followed by the business or institution, will guide managers to manage their relationship with their stakeholders. It should be noted that these strategies do not imply that a stakeholder is more important than the others. What matters is whether the stakeholder has the potential to create cooperation or threats for the enterprise.

The term "high co-operation" used when describing the strategies is valid for stakeholders with business-supporting activities and resources that the business needs. Stakeholders with high co-operation participate at a high level in the decisions taken by the entity and participatory management techniques are applied to these stakeholders. Stakeholders with high collaboration potential are in constant communication with the business and take sides with the business to achieve their goals. The stakeholders pointed out in the phrase "low cooperation" are stakeholders who are not involved in business-supporting activities, are far from being involved in many business-related matters, and have low levels of commitment to business. These stakeholders do not participate in business activities.

The expression "high threat" in the description of the strategies means that the stakeholder has the power to influence the operation directly and negatively. Operators have a high level of dependence on these stakeholders. On the other hand, the expression "low threat" means that the stakeholder has the power to influence indirectly [19], [20].

It is stated that collaborative, participatory, defensive or monitoring strategies can be applied in the researches, taking into consideration the potential of the stakeholders to create threat or cooperation. When these studies are examined, it is stated that the cooperation strategy with the aim of cooperating with the stakeholders with the potential of high cooperation and high threat can be followed in order to obtain positive results and to eliminate the threatening elements. Participatory strategy is well suited to manage relationships with stakeholders with a high level of collaboration and low threat potential. Accordingly, the supportive aspect of the stakeholder is taken into account and efforts are made to include as much of this stakeholder as possible in the business activities. For stakeholders with low potential for collaboration and high threats, a defensive strategy is recommended. It is tried to develop relations with stakeholders who are not cooperating with the business and who are not involved in supporting activities. In the monitoring strategy, the stakeholder has the potential to create low threats and cooperation. While maintaining relationships, all changes in stakeholder situations are monitored and acted according to changes [6], [20].

### **3.6. Conflict Management Models**

Conflict management is a series of actions and counter-actions by parties to a conflict or by a third party in order to direct antagonism to a specific end result. The result obtained at the end of the steps taken here may or may not be the end of the conflict. The result can be positive, peaceful and reconciliatory, as well as superiority to the other side [21].

The concepts of managing conflict and resolving conflict do not mean the same. Conflict resolution involves the management of the conflict management concept, the ending of the conflict, or continuing at certain levels for the organization's interests, while promoting the goal of ending the conflict between the parties [22]. The conflict management process is shown in Figure 2.



When studies on conflict management are examined[23], three basic models developed by [24], [25] and anticipatory strategies emerged. According to these models, conflict-based models are classified under the heading of models which bring permanent solutions to conflicts with the models that bring temporary solutions (Table 1) [26].

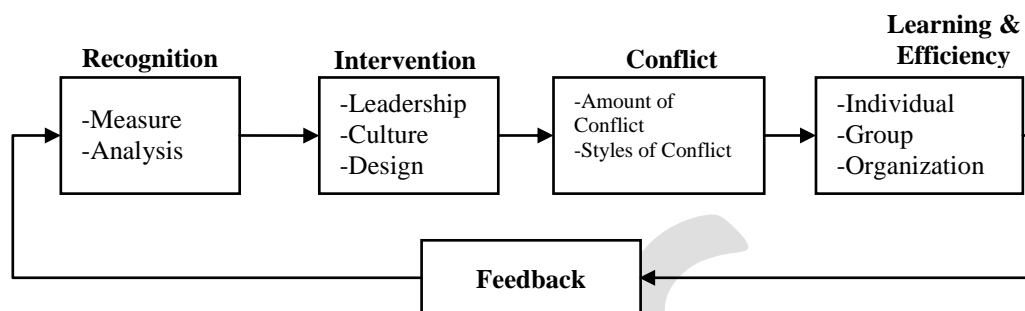


Figure 3. Conflict management process [25]

Table 1. Classification of conflict management models [26]

Competition Based Models	Models bringing temporary solutions to conflict	Models bringing permanent solutions to conflicts
<ul style="list-style-type: none"> <li>✓ Win-win</li> <li>✓ Win-lose</li> <li>✓ Lose-lose</li> </ul>	<ul style="list-style-type: none"> <li>✓ Avoiding</li> <li>✓ Dominating</li> <li>✓ Smoothing over</li> <li>✓ Compromising</li> <li>✓ Diversion</li> <li>✓ Casting lots</li> </ul>	<ul style="list-style-type: none"> <li>✓ Problem solving</li> <li>✓ Comprehensive Goals Identification</li> <li>✓ Increasing Resources</li> <li>✓ Change in Structural Variables</li> <li>✓ Behavior Change</li> <li>✓ Organizational Mirror</li> <li>✓ Role Analysis</li> </ul>

Conflict resolution models were first studied systematically and analytically by [23][27]. Accordingly, the conflict resolution model needs to be considered in terms of the active or passive nature of the effort shown in the solution of the conflict and the solution model used is high or low in risk (Figure 4).

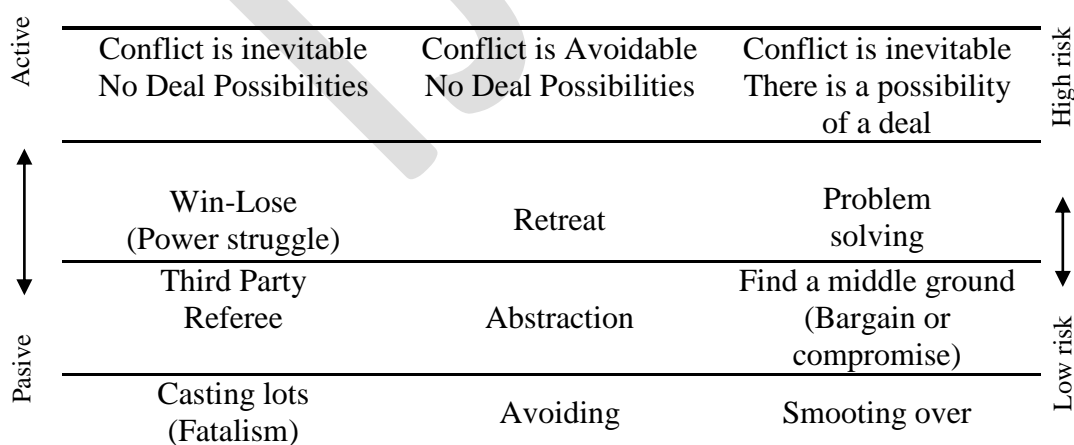


Figure 4. Conflict management models [23]

According to the conflict management model put forward by Kilmann and Thomas [24], it is emphasized that compromise, cooperation, avoidance and concessions can be achieved at the center of the strategies. It is also reported that it is an assertive strategy to avoid, compete and cooperate to avoid and compromise according to the assertiveness of the parties[28].

In the conflict management model advocated by Rahim [25], it is seen that the parties follow strategies according to the information directed to them or the other party. According to this, strategies of integration, concession, domination and avoidance are used and it is emphasized that reconciliation can be achieved at the center of these strategies.

There are situations where it is appropriate and inappropriate to use conflict management strategies. These strategies are summarized in Table 2 [29].

Table 2. Situations Where Conflict Management Strategies are Affordable and Inappropriate [29]

Conflict Strategy	Situaitons where appropriate	Situaitons where inappropriate
<b>Integrating</b>	<ol style="list-style-type: none"> <li>1. Issues are complex.</li> <li>2. Synthesis of ideas is necessary to get better solutions.</li> <li>3. Opponent's contribution is necessary for successful solutions.</li> <li>4. Allow time for problem solving.</li> <li>5. One party can not solve the problem alone.</li> <li>6. There is a need for resources that different parties have in solving common problems.</li> </ol>	<ol style="list-style-type: none"> <li>1. The task or problem is simple.</li> <li>2. It must be decided immediately.</li> <li>3. The other parties are irrelevant about the outcome.</li> <li>4. Other parties do not have problem solving skills.</li> </ol>
<b>Obliging</b>	<ol style="list-style-type: none"> <li>1. You must believe that you may be wrong.</li> <li>2. The issue is more important for the other party.</li> <li>3. You are willing to give up something else in the future for something you will get from the other side.</li> <li>4. You are doing a job in a weak position.</li> <li>5. The continuity of the relationship is important.</li> </ol>	<ol style="list-style-type: none"> <li>1. The matter is important to you.</li> <li>2. You believe that you are right.</li> <li>3. The other party is wrong or does not act ethically.</li> </ol>
<b>Dominating</b>	<ol style="list-style-type: none"> <li>1. The issue is insignificant / worthless.</li> <li>2. Quick decision must be made.</li> <li>3. It is necessary to cope with ambitious subordinates.</li> <li>4. An unpleasant decision by the other party can be costly to you.</li> <li>5. Underwriters do not have the ability to make technical decisions.</li> </ol>	<ol style="list-style-type: none"> <li>1. The issue is complex.</li> <li>2. The matter is not important to you.</li> <li>3. Equal forces on both sides.</li> <li>4. The decision must not be made quickly.</li> <li>5. The subordinates have high authority.</li> </ol>
<b>Avoiding</b>	<ol style="list-style-type: none"> <li>1. The issue is insignificant / worthless.</li> <li>2. While the potential dysfunction is not affected, the advantages of the solution over the other side are more significant.</li> <li>3. Waiting time is required.</li> </ol>	<ol style="list-style-type: none"> <li>1. The matter is important to you.</li> <li>2. Decision-making is your responsibility.</li> <li>3. The parties are unwilling to comply, the matter should be resolved.</li> <li>4. Prompt attention is required.</li> </ol>

<b>Comprising</b>	1. The aims of the parties are incompatible.	1. One party is stronger.
	2. The parties are equally strong.	2. The problem is complex enough and
	3. Idea unity can not be provided.	a problem-solving approach is
	4. The process of integration and governance is not successful.	required.
	5. A complex problem requires workaround.	

### 3.7. Stakeholder Concept in Turkish Forestry

In forestry, the concept of stakeholder is often confronted by forests, which are places where the interests of all stakeholders intersect, and naturally as the General Directorate of Forestry (OGM). For this reason, OGM is regarded as a focus center in terms of stakeholders [30].

Regular forestry activities in Turkey were established by constituting the first forest law and institution, The General Directorate of Forest (OGM) at the end of 1930s. The OGM was a state administration responsible for the management and conservation of the State forests that constitute 99.9% of country's forests. The OGM is conducting a number of studies to identify its stakeholders. The internal and external stakeholders of the institution have been identified within the framework of the strategic plan prepared by the Strategy Development Department of the OGM. Accordingly, internal and external stakeholders of OGM are given in Table 3 [31].

According to Table 3; institution managers and employees are defined as internal stakeholders while all other groups are confronted as external stakeholders.

Table 3. Stakeholders of OGM [31]

Stakeholders	Stakeholder Type	Stakeholders	Stakeholder Type
Ministry of Forestry and Water Affairs Management	External stakeholder	Tourism professionals	External stakeholder
Cooperatives	External stakeholder	Planning corporates	External stakeholder
Villagers	External stakeholder	Miners	External stakeholder
Village legal entities	External stakeholder	Public	External stakeholder
Saw mill owners	External stakeholder	State institutions and organizations	External stakeholder
Chipboard and fiber industry	External stakeholder	Non-governmental organizations	External stakeholder
Lumberjack	External stakeholder	Parliament	External stakeholder
Herbalists	External stakeholder	Universities	External stakeholder
Picnickers	External stakeholder	Institution managers and employees	Internal stakeholder
Hunters	External stakeholder		

### 3.8. Studies on Stakeholder Analysis in Turkish Forestry

Looking at stakeholder analysis in forestry, it seems that OGM concentrates on its internal stakeholders, namely its employees and external stakeholders, forest industry, forest villagers and forest cooperatives, which are the most important groups of interest. Some of these studies are summarized below.

In the report "Strategic Stakeholder Analysis Research of General Directorate of Forests (OGM)" prepared by Eroğlu [1], results of stakeholder analysis work carried out to realize "Situation Analysis" within the scope of OGM strategic planning studies are included. Within the scope of the study, the scientific and statistical results of the services and products of all the internal and external stakeholders provided by the OGM are provided.

Survey studies were conducted in order to understand how satisfactory the industrial customers who purchased the products participated in the auction of the wood raw materials of the State Forest Enterprises in the study of "Customer Satisfaction Measurement and Marketing Management in State Forest Enterprises" by Dilsiz Kılınç [32]. As a result of the research, it was determined that Yığılca Forestry Enterprise was not satisfied with the customers especially in terms of standardization, size and dimensions, warehouse, product variety and product quality and they were satisfied with price, relationship quality and personnel issues.

Questionnaire study on how to evaluate the sales of trees planted in Trabzon Forestry Regional Directorate in terms of stakeholders in İslamoğlu's study [33] of "Standing Tree Sales in State Forests in terms of Stakeholders (Trabzon Forest District Directorate)". To summarize the study, face-to-face interviews were conducted with the director, deputy director and director, forest villagers and wood-based crop processors in the Forest Operations Directorates. In this point, it is seen that the stakeholders are determined as OGM workers, forest villagers and wood-based product processors. As a result of the research, it has been revealed that there are a number of positive and negative effects on the sales of stitches. Positive effects have been found to be beneficial, such as the reduction of operating costs, the reduction of social printed areas, the inclusion of forest villagers working in production, the lack of significant destructive effects on forests, and the decline in quality caused by forest products waiting in forest reservoirs. The adverse effects are that the forest villagers have difficulty in getting the sale because of the low income of the forest villagers, the stagnant sales because of the low income of the forest villagers, the cooperatives are out of production because the rights given to the cooperatives in the traditional production method are not given in the stalled sale and if the percentage yielding the sale of forest products is not realistic, It has been found that the production process is caused by the same people and that the production works can be gathered in the hands of the number of people as well as the negative effects. It is also emphasized that the implementation must be revisited in order to overcome these drawbacks.

Alkan and Şahin [34] made a report on the research project of "Stakeholders' Interests in Stumpage Sales Practices in the Eastern Black Sea Region". The technical staffs of the forestry organization, the contractors, the cooperative managers and the forest villagers who practice the stumpage sales have given the opinions within the boundaries of the region forest. It is seen here that the stakeholders are identified as OGM personnel, contractor owners, managers of forest development co-operatives and forest villagers. It reports that there is a will for the forestry organization in the future, where the stitch sale method will be applied more widely in the bulgular part. In the Eastern Black Sea region selected as the research area, there was a parallel opinion on the sides that negotiated sales would be more widespread in spite of some problems. It is reported that the number

of those who declare that the method is completely abandoned is few. The declared problems are generally focused on continuous process and the negativities experienced during this process, suggestions for solving have been made.

The OGM technical staffs, forest villagers and cooperatives, the firms operating in the forest industry which are interested in the stumpage sales practices in the doctoral dissertation conducted by Gültekin [35], were analyzed by modeling the perceptions and attitudes using structural equation modeling (SEM). According to the results of the research, it was confirmed that the stakeholders had negative perceptions and attitudes towards the application, as well as the differences in the perception of the stumpage sales practices.

#### **4. Conclusion and Recommendations**

The stakeholder theory examines the link between the business and its stakeholders, and the relationship between the input and output of that relationship. Managers and researchers offer a basic structure on how to respond to strategic questions shaping today's variable business world and more on how managers should work compared to earlier management and economic theories. The philosophy of today's economic reality overlaps with the philosophy of stakeholder theory. Economic value is created by groups that come together voluntarily and aim to improve the conditions in which everyone is involved. From this reality, it is known that the stakeholders are striving for business benefit in return for the value promised by the business, and the business benefits from mutual positive relationships in the point of obtaining economic return although increasing the social legitimacy. It is a fact that managers will have a competitive advantage in establishing and maintaining relationships with stakeholders based on mutual trust.

It is seen that there is a limited number of stakeholder analysis studies on Turkish forestry in the literature. In particular, it is proposed to increase stakeholder management and governance activities in forestry. However, it is necessary for forestry managers to attach importance to participation in stakeholder management and to increase the strategies based on cooperativeness. It would be more rational for the forestry organization to focus on the work of its internal stakeholders, particularly on the demands and expectations of its employees, and focus on the work of the external stakeholder groups, especially forest villagers, forestry cooperatives and forest industry demand and expectation solutions [36], [37], [38], [39], [40], [41], [42], [43].

Lastly, the solution of the strategies to be implemented in the context of the conflicts among the interest groups based on cooperation and participation in the OGM will be an important step in preventing possible conflicts in the future. These strategies will also contribute for sustainable development and sustainable forest management.

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