

T.C.
UNIVERSITY OF GAZİANTEP
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION

**AN ANALYSIS ON THE SUPPORTS PROVIDED BY THE DEVELOPMENT
AGENCIES TO THE FIRMS: GAZİANTEP AS AN EXAMPLE**

MASTER'S THESIS

ŞAKİR AKTAR

**GAZİANTEP
AUGUST 2019**

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**KALKINMA AJANSLARININ FİRMALARA SAĞLADIĞI DESTEKLER
ÜZERİNE BİR ANALİZ: GAZİANTEP ÖRNEĞİ**

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Supervisor: Assoc. Prof. Dr. İbrahim Halil EKŞİ

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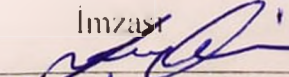
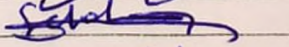

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İmzası

ÖZET

KALKINMA AJANSLARININ FİRMALARA SAĞLADIĞI DESTEKLER ÜZERİNE BİR ANALİZ: GAZİANTEP ÖRNEĞİ

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Dünya ekonomilerinin temel yapıtaşı olan firmalar, bölgeler arası ekonomik farklılıkların azaltılmasına pozitif katkı sağlamaktadır. Dünya’da olduğu gibi Türkiye’de de firmaların finansal anlamda desteklenmesi Avrupa üyelik süreci ile birlikte gündeme gelmiştir. Günümüzde Kalkınma Ajansları firmalara, kamu kurum ve kuruluşlarına ve sivil toplum örgütlerine sağladığı destekler ile yerelde gündeme gelen talepleri karşılamaya çalışmaktadır. Bu özellikleri ile Kalkınma Ajansları yerel talebin karşılanmasında önemli bir rol almaktadır. Türkiye’de 5449 kanun ile 2006 yılında İzmir ve Çukurova kalkınma Ajansı olmak üzere 2(iki), 2008 yılında 8 (sekiz) Ajans ve 2009 yılında ise 16(onaltı) Ajans olmak üzere toplam 26 Bölgesel Kalkınma Ajansı kurulmuştur. Bu çalışmada 2008 yılında kurulan İpekyolu Kalkınma Ajansı’nın destekleri üzerinde durulmuştur. Bu çalışma kapsamında İKA tarafından sağlanan finansal proje desteklerinin 2014, 2015 ve 2016 yılları arasında Gaziantep’te faaliyet gösteren firmalara etkileri değerlendirilmektedir. Bu doğrultuda İpekyolu Kalkınma Ajansından destek almış olan 36 firmadan, 26’sına anket çalışması uygulanmıştır. Bu uygulama sonucuna göre firmaların İKA desteklerini daha çok danışmanlık firmalarından öğrenerek bu tür finansal desteklere başvurduğu söylenebilir. Ayrıca firmaların yarısından fazlasının ilk proje tecrübeleri olmakla beraber proje yönetme ve proje kültürüne sahip oldukları görülmektedir. Yapılan analizlerden anlaşılacağı üzere İKA’nın küçük veya büyük olsun firmaları proje anlamında eşit bir şekilde desteklediği ve bu nedenle firmaların önünü açmaya devam etmesi gerekliliği ortaya çıkmıştır. Kalkınma Ajansı desteklerinin firmalar düzeyinde daha fazla verilmesi ile şehir ekonomisinin gelişmesine, istihdam olanaklarının artırılmasına ve üretim hacminin artırılmasına pozitif katkı sağlayacaktır. Ajans desteklerinin gelişen teknolojiye ayak uydurarak bölgesel ve küresel ihtiyaçlara yönelik hızla devam etmesi gerekmektedir.

Anahtar Kelimeler: İKA, Kalkınma Ajansları, Firma, Proje destekleri

ABSTRACT**AN ANALYSIS ON THE SUPPORTS PROVIDED BY THE DEVELOPMENT AGENCIES TO THE FIRMS: Gaziantep Sample**

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The firms, which are the main building blocks of the world economies contributes positively the reduction of economic differences between regions. As in the world, the financial support of companies in Turkey has been brought to the agenda with the European membership process. Nowadays, Development Agencies are trying to meet the demands which are being raised in local. They provide financial supports to the firms, public institutions and organizations and non-governmental organizations. With these features, Development Agencies play an important role in meeting the local demand. A total of 26 Regional Development Agencies were established in Turkey, including 2(two) Izmir and Çukurova development agencies in 2006, 8 (eight) agencies in 2008 and 16(sixteen) agencies in 2009, by law 5449. This study focused on the support of the Silk Road Development Agency established in 2008. Within the scope of this study, the effects of financial project supports regarding to 2014, 2015 and 2016 years which were provided by Ipekyolu Development Agency (IKA) on the companies those were operating in Gaziantep. In this context a survey work was applied to 26 of the 36 companies which had received support from IKA. According to the results of this study, companies hears IKA supports from consulting firms and apply such financial supports. In addition, more than half of the companies have their initial(first) project experience, but have project management and project culture. As can be understood from the analyses, it is seen that IKA supports small or large firms equally in terms of projects, and therefore it is necessary for companies to continue to pave the way for firms. By providing more agency support at the level of companies, it will contribute positively to the development of the city economy, increase employment opportunities and increase production volume. Agency supports need to continue rapidly and to addressed regional and global needs by keeping pace with booming technology.

Key words: IKA, Development Agencies, Companies, Project supports

ÖNSÖZ

Konu seçimi başta olmak üzere bu değerli çalışmanın her aşamasında titiz, özenli ve değerli katkıları ile bu tezin akademik literatür girmesine vesile olan danışman hocam Doç. Dr. İbrahim Halil Ekşi'ye teşekkürlerimi sunarım.

Hayatım boyunca bana maddi ve manevi destek olan, bugünlere gelmemde büyük emeği olan annem Kadriye Aktar, her an yanımda olan eşim Merve Tuğba Aktar'a minnettar olduğumu ifade etmek isterim.

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LIST OF ABBREVIATIONS AND SYMBOLS

	International
Regional Development Agencies	R.D.A.
Silkroad Development Agency	I.K.A.
Small and Medium Enterprises	S.M.E.
European Union	E.U.
State Planning Organization	S.P.O.
Tennessee valley authority	T.V.A.
Nomenclature of Units for Territorial Statistics	N.U.T.S.
European Development Agency	EURODA
Feasibility Program	F.D.
Investment Support Offices	ISO
Turkish Satellite	TURKSAT

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SECTION ONE

1. INTRODUCTION

Starting with the Great World Crisis in 1929, the regional imbalances began to be seen in the world countries within national borders. The decrease in the belief in the capitalist system and the increase in the success in the Socialist countries revealed the necessity of public intervention. Today's EU policies are shaped by the developing regionalism trend and give great importance to Regional Development Agencies. Regional development policies have been implemented in our country in line with the regional policies of the EU since it was nominated to the EU in 1999. Thus, regional development agencies in our country have started to be implemented in our country (ASLAN, Asya Handan:2010).

Regional Development Agencies are the structures that are close to each other with different types of targets in different countries. Regional Development Agencies operates on five main issues; financial assistance or support, SMEs consulting for provision of new investment areas, determination of long-term development goals of the region, contribution to improvements in social areas. (Review of Social, Economic & Business Studies, Vol.9/10, 389-408). Development agencies are the structures those aim to develop their region economically by cooperating between private and public companies, local authorities and non-governmental organizations based on a legal provision (Arslan, Erdal; 2010).

As important actors of the economy and regional development, SMEs are one of the major beneficiaries to be supported by development agencies. SME"s receive direct financing support in exchange for the projects which they prepare and present to RDAs. The RDAs also provide technical support to the planning work of their local governments and contribute to the development of the regional capacity for rural and local development. In this sense, regional development agencies mobilize local potential, lead the way in achieving local development and increase employment opportunities (Taşkıran, Cemil Arda; 2014).

Globalization trends of our world becomes increasingly gains speed so Turkey's success is requires to be compatible with the world economy. In this context, the accession of the Customs Union and the acquisition of candidate country status under the Helsinki Decisions accelerated this process further. In this context,

the accession of the Customs Union and the acquisition of candidate country status under the Helsinki Decisions accelerated this process further.

In this study we will focus on the supports provided by RDAs. In World Bank sources, RDAs are defined as their original mission is to create job opportunities, to develop SMEs and to improve the regions general economic situation. (Aslan, 2010:46).

SMEs due to their small size and insufficient capital structure it is very difficult for them to get support and to gather sufficient capital. Therefore, the state should develop policies to support SMEs and provide new sources. (Bayraktaroğlu, 2015)

RDAs agencies in the regions support SMEs access to reach financing projects, R & D supports and improve the firms to have ability to manage financial funds. It is mentioned in the law no 5449 item 5 / j that RDAs tasks and authorities are to support new entrepreneurs, Smes by cooperating with relevant organizations on the issues such as management, production, promotion, marketing, technology, financing, organization and workforce training.

So in our study IKA, which will be taken as an example which was established by the decision of the Council of Ministers dated 10 November 2008 and numbered 2008/14306 based on Article 3 of the “law on Establishment, coordination and 3 duties of development agencies” dated 25.1.2006 and numbered 5449. Ipekyolu Development Agency operates in Trc1 Level-2 Region (Gaziantep, Adiyaman, Kilis). IKA started actively to its activities by the appointment of the Secretary General in February 2010. The main task of IKA is to ensure long term development of the TRC1 region which covers the provinces of cover Gaziantep, Adiyaman and Kilis.

The aim of this study is to examine IKA through its supports. The perspectives of the companies who received grant support from IKA and will be examined. This work will be a guide for IKA employees, SMEs and researchers who want to study in this field.

1.1. PROBLEM DEFINITION AND AIM OF THE THEISIS

RDA's are responsible of the basis for the Nomenclature of Territorial Units for Statistics (NUTS) level II regions. Agencies' aim is to stimulate regional dynamics and increase the partnership between local actors. They make a plan and

they check “Which sectors and what kind of social and economical opportunities are there in the regions. According to the data they get Agencies announce project proposals. There is a special need to analyse the effects of the supports and get statistical data that can help IKA and other RDAs’ future works. In our study we would like to get the feedback of the firm projects which were applied in the years 2014,2015 and 2016. As we know nobody made an analysis on these years’ project supports to the firms. The aim of this work is to evaluate the activities of the development agencies in general, and in particular and the İpekyolu Development Agency (İKA), and its effectiveness from the perspective of the firms. In this context, primarily the general literature related to the emergence and improvement of Development Agencies which are the institutional side of regional development in the world and Turkey was carried out. Following the theoretical background, a total of 36 companies which have applied to agency's support projects in the last 3 years (2014-2015-2016) operating in TRC1 region covering Gaziantep Province were surveyed. Demographic and institutional characteristics, project cultures, utilization ratings, expectations and perspectives of entrepreneurs was searched in the questionnaire.

The results of this study is expected to help agencies for their future plans and support areas directly. And the firms also will be contributed if the subject of the proposals are appropriate for them they can apply, and their projects can be supported if they focus on a right projects. And there shouldn't be any hesitate for the project application the rules are easy to understand. If we check İKA web site firms can follow project proposals easily from announcements. This study also aims to make awareness of the RDAs supports. Beside overall thing mentioned above this study shows every project feedbacks can be received after project implementation process is finished. In our thesis this has been done and after this study Agencies can do this kind of surveys and share with the public. And this will improve the satisfaction, perspective of İKA and it's supports. These study results will be also a good base for the other Cities Kilis and Adıyaman. Agency may make the same survey to the firms in those cities mentioned.

Beside this as we see firms are able to make project applications to Development Agencies that means firms may apply to the other projects calls like EU funds but they are mostly not aware of this kind of supports. İKA can be a contact center for the Firms. İKA can announce other project calls through it's web

site and firms can be aware of these calls. IKA has a great and well trained team in it's own capacity. So these group can guide the firms in Gaziantep and other Cities which IKA is responsible for.

Chapter 1 - Introduction of the theisis, problem definition and aim of the theisis is mentioned and researched.

Chapter 2 – In this literature review part the similar studies were studied and researched and we explained what is missing in literature and why we studied in this field.

Chapter 3 - General financial sources of the firms were investigated.

Chapter 4 - Development agencies in the world, in Turkey and some example Agencies were researched. And IKA and it's works were examined.

Chapter 5 – In this Method part we mentioned each hypotheisis and gave the results of them.

Chapter 6 – We mentioned conclusion and gave some recommendations

Chapter 7 – References of this study were given.

SECTION TWO

2. LITERATURE REVIEW

Cahit Erten (2018) in his study, the financial support provided by Ahiler Development Agency to the SME's in the scope of the financial support program between 2010 and 2015 were investigated. In this respect, statistical datas, articles and books which are related were researched and they made survey 89 of 121 SME's. The findings of the survey were analyzed by SPSS program. As a conclusion of this study, it was found that companies who received they checked that there were increases in significant level in the turnover, openness to new markets and share of markets and in the turnover after the SME's got financial support from the firms.

Asım Türkmen (2018). The relative performances of Kosgeb provincial directorates are very important in terms of measuring the effectiveness the supports they provide. Also how the SMEs can benefit from the support provided by KOSGEB and how they contribute to their commercial development is considerable. In this context, this study aims to determine the support-based performances of the kosgeb provincial directorates and to determine the political arguments for the relatively inactive provincial directorates to be able to succeed in the effective level. In this study, data enveloping and malmquist total factor productivity methodology has been used. Research investigated the SME support of 16 KOSGEB Directorates period of 2012-2015. According to the result of this research, Entrepreneurship support program, the most effective directorates were Amasya, Düzce and Muş, respectively. Among the provinces that increased their productivity in the scope of entrepreneurship support were Erzincan, Batman and Amasya, while the lowest productivity in the provinces of Kars, Sinop and Kırıkkale. It was concluded that. In terms of the project-based support program, the most successful provinces Muş, Batman and Düzce provincial directorates within the scope of the Project Based Support program Kars, Batman, Gümüşhane and Düzce are the provinces that increase their productivity the most directorates.

Evren Arıkan (2017). In this study; The importance of SMEs, the impact of KOSGEB supports on SMEs has been investigated. The survey method (Questionnaire) was used in the research and 105 SMEs registered in KOSGEB database and operating in Batman province and districts were surveyed. As a result, it was concluded that some of the KOSGEB supports had a positive impact on SMEs,

some of the supports should be revised in line with the needs of SMEs, and the remaining support parts should be removed.

Toktaş, Botoc Kunu and Prozan (2017). In their research, they explain the countries' RDAs' experiences within the institutional structures and the progress of agencies following a theoretical approach. This study has compared the contributions of the agencies in the both countries economies by their structure and activities. According to their study, the general supports of the RDA's in the economies of both of these countries have been evaluated and compared. Also, this study shows that RDAs have been used for regional development policies for underdeveloped regions in both countries.

Mehmet Turgut Yılmaz (2016) With this study, the relationship between development agencies and civil society was carried out through the example of the Eastern Mediterranean Development Agency established in the TR63 Level 2 region covering Hatay, Kahramanmaraş and Osmaniye provinces and the roles undertaken and newly formed relationships were investigated. In this context,; the scope of the relations between the regional development agencies, civil society, development agencies with the NGOs and the support mechanisms of development agencies have been explained together with Statistics, survey studies, data analyses and interviews on the benefits of civil society.

Burcu Yavuz Tiftikçigil (2015). They investigated the effects of Regional Development Agency on Turkey' development. The study has examined the activity reports of 26 development agencies in 2 different regions. According to the survey, regional development agencies play an important role on the regional development and has positive effect on project culture of Turkey.

Okur Dinçsoy, Dinçsoy and Taşdemir (2015). In their study, Regional Policy concept has been evaluated by awareness analysis of development and Trakya Development Agency (Trakyaka) within the scope of TR212 (Edirne) NUTS level-3 region and totally 24 questions (6 of them are Likert-type of the total questions) were directed to individuals about demographic characteristics, views on development and Trakyaka. Face to face interview method were used for primary data sources and get data from questionnaire from 398 people in Edirne and SPSS programme were used for the analysis of the data collected through questionnaires. As a result, continuation of financial and technical support provided by Trakyaka will theoretically play an considerable role in the development of the regions; however, the factors such as

3000 - 4000 TL income level, the academicians and women have important demographic factors in the region for the supports were given and for the studies to be conducted.

Tanju Soytekin (2015). The research aims to determine the extent to which MARKA is able to realize its promotional objectives as a regional development agency by conducting a questionnaire to 450 SME managers receiving services from MARKA. As the main finding of the study, it was found that SME managers were undecided about their views on the role of MARKA in promotional activities. It has been concluded that SME managers differ according to the descriptive characteristics of these views and the characteristics of their businesses, and that there is a similarity in their views on the role of business executives with and without support only from MARKA in the promotional activities of MARKA.

Paksu, Ahmet (2014). In his study, starting from IKA works and supports RDA's Regional effects were examined. As a result of this investigation it is concluded that development agencies are the structures who has undeniable benefits to the regions. But there are some deficiencies in these new structures in Turkey. Completion of these deficiencies and making some changes will increase the effect of agencies to the regions.

Hasan Bülent Kantarci (2010). In the study firstly he investigated the rise of the RDA'S for the development of improving regions and then the experiences regarding to the regional development agencies in the Eu countries. The study method was theoretical study and comparison of both regions. In the study they found that transformation has been learned in the policies of economical growth related to the RDA strategies together with the elimination of the interregional disparities and the implementing of RDAs to progress the regions.

Marijanović, Ćučić and B.Sc.Econ. (2009). In this study, the possible models of action and the role of RDA's in the future in Croatia, as key actors for the countries' economical development during pre-accession period and their foregone impact on increased using capacity of European Union funds. Related to the findings; National-level policies are the domain of central government departments, CDA's are established as independent bodies on regional levels have many advantages.

Salvador, Juliao and Ferreira (2000). In the study they focused on the Portuguese experience, presenting and discussing the results of the demands from Portuguese RDAs. The first demand is from March 1999 and the second one is from

February 2000. The study includes with the evaluation of Portuguese Regional Development Agencies activity and formulates some proposals related the future regional policies.

Taşkıran, Cemil Arda (2014) in his study he examines the monetary funds supported to the SMEs in Şanlıurfa and Gaziantep cities. The target of the research is to find the differences and correspondences throughout SMEs in Southeastern Anatolia. They made online questionnaire to 131 firms in those provinces. With the questions asked they tried to find out how the firms benefited from the supports, how they became aware of the supports and the reasons to take these supports. According to the analysis results of the data obtained from the enterprises, it was concluded that despite the huge number of supports provided to SMEs by various public institutions and organizations, SME"s were generally unable to benefit from these supports and did not have sufficient information about the support.

ÖRS, Aykut (2013). In his study he evaluated Konya province through rural development supports of Mevlana Development Agency. He used complete counting method as a sampling method. As a result of this study, the main concern of the project applicants is if all the projects are treated fairly during the project election stage, and the principles of transparency, accountability and fairness should be applied during the project selection process.

KIRATOĞLU, Emrah (2015). In the study the role of Karacadağ Development Agency through eliminating regional development differences and economical and social development of the TRC2 region (Şanlıurfa and Diyarbakır) was examined. As a research method he used swot analysis; external and internal analysis. In external analysis the events may effect positive or negative to the agency works was identified. In internal analysis the weaknesses and strength sides of Karacadağ agency were identified. Also the reports and academic activities were examined and some information was obtained from agency experts. As a result of the study, the biggest economic and social problem in the areas which were found are education, employment, health and industrialization. The study shows Karacadağ Development Agency has improved these areas through financial and technical support to eliminate regional differences. Furthermore, it is seen that the agency introduced a new governance mechanism that enables cooperation between public, private sector and non-governmental organizations in the management and guidance of regional development.

TOKSIN, Osman (2015). In his study the result-oriented monitoring and evaluation system is presented within scope of criterias impact, efficiency, sustainability, effectiveness and efficiency. To the 59 SMEs who got support from Silkroad Development Agency, the sectoral effectiveness estimation approach was applied. Related to application findings it can be said that, beverages and chemicals and chemical product sectors have conspicuously dominance and have highest effectiveness value in all sectors. So, by using the developed approach, priority sectors can be identified efficiently for the next support programs.

YÜCEL, Mehmet (2014) In his study they try to evaluate the effects and results of financial and technical supports provided by Northeast Anatolia Development Agency (KUDAKA). In the scope of the study a detailed questionnaire was applied to beneficiaries of 2010 financial support program. Totally 42 projects outcomes were analysed at the field and recorded. As a conclusion it is found that program and Project relevance is not fully understood. As a solution “the scope of the support programme sectoral priorities defined during the design phase of the realization of the program should be encouraged to focus and project the limitations of the legislation should be taken into account in the reference guide, and project budget to support the priorities of the items should be prepared. If necessary, program priorities during Phase budget revision must be revised to support project activities.”

Sezgin, AYŞENUR (2012). In this study she examined development of the RDAs in less- developed countries. As a method she used the previous studies, statistics etc. As a conclusio basic objective which is the creation of conditions for reduction of regional imbalance in economic terms, a trend is required. New regional policies in the world does not provide the expected effect on the reduction of regional disparities, as long as the quest for a new regional policy and the restructuring of the regional development agencies will be on the agenda.

As we check the literature generally the effects were evaluated or studied. Also RDAs impact on Regional Development was examined. In our study we want to check what are the firms opinion about RDAs and the supports which they have received. As we can see in all over the world even in small companies make some surveys to measure satisfaction by customer side. By this way service providers make progress in quality of service. So in our study our target aim is to learn about

point views about IKA through companies opinion. By this way RDAs can improve their quality of funding the firms.

SECTION THREE

3. FINANCIAL RESOURCES OF FIRMS

In this topic we are going to make short explanation about the sources of the firms as our main topic is RDAs supports. Firms can use some sources to meet their capital needs and to finance their investments. firms generally use both sources at varying rates. While it is possible to finance all activities by equity or borrowing, (Yaşar, 2006: 3).

I would like to give some information about equity and auto financing. And also Give some information about sources theories in this part of my theisis as these topics will be useful to understand basic sources of the firms.

3.1. EQUITY (EQUITY) AND AUTO FINANCING

The financial and intangible economic values allocated to the enterprise from its own assets by the entrepreneur or partners who put it into operation during the establishment phase are called the enterprise's own capital. In an operating company, operating profits and reserves that are not distributed and left in the company are included in the share area. Ownership of the company's share capital and assets is thus all equity. In economic and legal terms, equity, which carries the risk of the entity, is equal to the total assets if it is considered to be managed without borrowing. (in the form of total assets = equity). In the case of production activities and/or debt sales, in addition to equity capital;

"EQUITY = Total Net Assets - Total Liabilities"

EQUITY; consists of three parts:

1. Basic capital,
2. Spare capital and,
3. Undistributed profit

Basic capital: Funds those are brought into the business or committed to the establishment of the business by the owners or owners of the business. This capital can be money or values expressed in money.

Spare capital: It is the part that is kept in the business by leaving the profit seized as a result of the work of the business. Reserve capital is important for being

an auto finance resource. Reserve capital is divided into statutory reserves and discretionary reserves:

Statutory Reserves: In accordance with the relevant article of the Turkish Commercial Code, it is compulsory to allocate a portion of the annual earnings obtained in capital companies as reserve capital. These reserves are called "statutory reserves" and legal reserves must amount to 1/5 (one fifth) of the paid-in capital of the business. For this purpose in start-up enterprises, 1/20 (one-twentieth) of the profits earned each year are allocated for the reserve capital and this allocation process continues until it reaches one-fifth of the paid-in capital of the business.

Discretionary reserves (contingencies): These are the funds that the enterprises allocate voluntarily from their earnings in order to finance certain expenditures and to cover risks (and other than legal reserves). (Sarıaltın H, www.sakaryasmmmo.org.tr-Erişim Tarihi 20.09.2019).

In general capital consists of cash, receivables, shares, duties and fixed assets, which are assigned to a company to produce goods and services and that are industrial in the balance sheet asset. The structure of the Capital is related to the structure and ratios of long-term debt and the capital used to finance the company's assets (Terim, Burak, 2009).

The term balancing theory is a general name used by different researchers to describe related theories. In all these theories, researchers have worked on the optimization of the costs and benefits of alternative leverage effect on company plans. The main idea for carriers of this theory can be expressed as the stabilization of marginal cost with marginal revenue (Terim, Burak, 2009).

Many explanations were proposed according to a financing hierarchy in which internal funds are the cheapest source of finance. The most clear explanation involves the transactions costs of issuing equity and debt (Oliner D. Stephen and Glenn D. Rudebusch, 2016: 643).

Many financial decisions are vital to the financial structure of the company. A wrong decision about the capital structure can lead a business to a difficult financial situation or even bankruptcy. The company's management tries to create the capital structure of the business in a way that maximizes the value of the company. Although theoretical and empirical studies pay for an optimal capital structure, there is no concrete method that financial managers can use to achieve optimal debt levels. Howe

ver, financial theory provides an understanding of the effect of the preferred funding combination on the value of the company (H. Ali ATA: 46)

3.2. FINANCIAL SUPPORTS TO THE FIRMS IN TURKEY

The SMEs became the key catalyst for economical progress in Turkey. As being the candidate of European Union, the SMEs in Turkey are open to global opportunities in business trade in worldwide market. (Rininta Nurrachmi Nurrachmi 2012)

During the period between the years 1920 and 1960, national development programme rather than regional development was followed in Turkey. The determination of the National Development Programme has resulted from the needs for a total recovery movement as a result of the depression and wars. Development plans were implemented in the post-1960 period by the State Planning Organization (SPO) for five-year periods and the main objectives were distributed in public investments throughout the country and to use available resources efficiently in these development programs. The last development plan which was implemented was the ninth development program to date (Akdeve, Erdal (2013)

In Turkey many government bodies supports the firms and if we look at the table below there is a good ecosystem for SMEs.

Table 1 Supports to firms in Turkey

ORGANIZATION/INSTITUTION	DUTIES IN SME ECOSYSTEM
Ministry of Science, Industry and Technology	This Ministry ensures the development and implementation of strategies, policies, plans and programs in science, industry and technology; fostering a manufacture structure with added value, based on technology, efficiency, responsive to environment, diminishing dependence to external sources, secure and sustainable; developing coordination between the universities and industry; to to strengthen technological infrastructure of industry of Turkey and raising competitive strength by providing support and incentives primarily to SMEs for entrepreneurship, innovation and

ORGANIZATION/INSTITUTION	DUTIES IN SME ECOSYSTEM
	R&D activities.
Ministry of Development	Coordinates development plans and policies related to SMEs in annual programs and their implementations; develops policies regarding the problems of craftsmen and chamber of artisans and SMEs within the framework of making progress of the local employment and entrepreneurship; ensures general coordination of the RDAs
Ministry of Economy	Ensures arrangement, fosters and improvement of exports for the benefit of economy of the Turkey throughout principles, targets and policies within the development plans and annual programs; establishes, manages and operating free trade zones; ensuring the use of investment incentive measurements for the ones whose investment projects are evaluated within the framework of states incentives for investments; implementing incentives and having them implemented; executing secretarial activities of Investment Environment Improvement Coordination Board (YOİKK).
Ministry of Customs and Trade	Identification of policies, principles and targets related to craftsmen and artisans; developing strategies regarding the mentioned parties; executing services related to craftsmen and artisans tradesmen; managing Craftsmen and artisans Information System and MERSIS.
Ministry of Finance	Implementation of tax incentives.
Ministry of EU	Monitoring and coordinating studies to comply with EU legislation; examination and dissemination of best practices in use.

ORGANIZATION/INSTITUTION	DUTIES IN SME ECOSYSTEM
Ministry of Treasury	Monitoring state incentives, easing access of SMEs to finances and activating Individual Participation Capital system.
KOSGEB	Coordinating preparation and execution of SSAP; providing services and incentives for SMEs.
Turkish Standards Institute(TSE)	Execution of studies to identify and publish services and production standards of SMEs; working in coordination with SMEs in preparation and publishing stage of the international standards that have priority for export oriented SMEs.
Turkish Scientific and Technologic Research Institute (TÜBİTAK)	Developing science and technology policies; encouraging, supporting, coordinating and executing R&D activities.
Economy Coordination Board	Ensuring coordination in identification, implementation and update of the state's incentive policies.
Turkish Union of Chambers and Commodity Exchanges(TOBB)	Taking role in policy and project development platforms regarding SMEs and reflecting the opinions and contributions of the chambers and members of the Union and the Union itself to the studies; executing research and solution development studies related to problems of the sector by forming sectoral committees and; executing informative and awareness activities towards SMEs.
Turkish Confederation of Craftsmen and Artisans(TESK)	Taking part in policy and project development platforms related to the craftsmen and artisans to reflect the opinions and contributions of the members to the studies; executing informative and awareness activities towards craftsmen and artisans.
Development Agencies	With 26 agencies in regions in the level 2 of Statistical

ORGANIZATION/INSTITUTION	DUTIES IN SME ECOSYSTEM
	Region Units Classification (IBBS) implementing regional project based incentives; preparing regional plans.
Turkish Technology Development Foundation (TTGV)	Providing support for technological and R&D innovation projects of the private sector.
Halk Bankası (Halk Bank)	Providing credit in better conditions for craftsmen, artisans and SMEs.
Turkish Export Credit Bank Co.(EXIMBANK) Inc.	Supporting manufacturers carrying production activities towards exports via loans, insurance and guarantee programs.
Credit Guarantee Fund Inc. Co. (KGF)	Providing collateral services for the bank credits of the SMEs.
Central Union of Associations of Credit and Guarantee Cooperatives for Craftsmen and artisans of Turkey (TESKOMB)	Providing collateral services for the Halkbank credits received towards craftsmen and artisans.
Venture Capital Investment Trust Inc. Co. (GSYO)	Sharing the risk of SMEs by providing capital.

Source: SME Strategy and Action Plan 2015-2018

Gaziantep, a city in Anatolia that grows under the leadership of the textile sector, is a cotton-based "region" of spinning and weaving. Gaziantep, which is the gateway from the Mediterranean and Southeastern region of Anatolia to the Middle East, is a city that has attracted attention not only in visiting, but also abroad as a result of its strategy and successful development with its internal dynamics to a large extent.. It is the leader in the region, both in terms of industry and trade and in other respects. Although the agricultural facilities in the provincial center are low

compared to the surrounding provinces, it is a center of the city where intermediate goods produced by the surrounding provinces are decimated in final products. From this point of view, Gaziantep is an "exemplary city" for developing cities. Örnek, Ibrahim (2012) In Gaziantep we mostly see the projects for SMEs are given also By KOSGEB beside RDAs.

For KOSGEB, the administration for the development and support of small and Medium Enterprises, a state-owned enterprise operating in each province, provides important support to support economic development, especially in entrepreneurship and investment. It also aims to increase economic development in many areas, from overseas fair support to business building and education. However, the technological and R & D supports contribute to the development of the provinces in the field of innovation. KOSGEBs have a significant impact in strengthening the private sector (Özgür, Ali Ercan, 2014: 152).

In the satisfaction of the economic and social needs of the country, small and medium increase the participation and efficiency of medium-sized companies, their competitiveness and to raise levels, integration into the industry according to economic evolution to carry out in the format, small and medium enterprises Development and support administration was established. Short Name of the Organization to Kosgeb. KOSGEB, Ministry of Science, Industry and Technology It is a public institution, has legal personality and private law in all its operations subject to its provisions. At the end of 2013, the provincial organization in 81 provinces has been completed. Support programs provided by Kosgeb to SMEs are indicated below (Solmaz, Hasan 2014:57).

- * SME Project Supports Program
- * Thematic Project Supports Program
- * Cooperation Supports Program
- * Research and Development

Support Program, Innovation And Implementation are listed

- * General Support Program
- * Entrepreneurship Support Program.

3.3. SOME KOSGEB SUPPORTS IN GAZIANTEP FOR THE FIRMS.

The Gaziantep Regional Industrial Design and hybrid modelling Centre(GETHAM) project, with a total budget of EUR 7.379.507 (EU contribution EUR 6.198.048) was carried out by the Directorate of Kosgeb Gaziantep. Within the scope of the project, a center was planned to be established on an area of 6,400 m2 belonging to the kosgeb presidency, providing trainings and design consultancy to SMEs in the field of product development.

As we check the activity reports, KOSGEB organizes meeting for the EU grants for SMEs like COSME or others. Also for the enrpreneurs they provide enrepreneurship trainings and give certificates. After the enrepreneurs gets certificate KOSGEB provides trainings for project proposals.

SECTION FOUR

4.1. REGIONAL DEVELOPMENT AGENCIES

The concept of region can be defined in different ways and in different disciplines. No matter how the concept is defined, the concept refers to an area. In the literature, natural, economic, administrative or political regions, different region definitions are made according to functional separation (Nijkamp and Bergh, 1990).

Regional development agencies aim to be bodies that bring together all activities connected with the promotion of regional economic development. These organizations develop endogenous potential and support for SMEs for their main goals (Urueña, Baudelio, 2005)

There are many definitions of RDAs in line with the justification of the organization and the services it provides. According to an approach; RDAs are agencies established in an administrative structure independent of the central government to improve the socio-economic conditions of a demarcated region (SPO, 2000, pp. 193–194).

The differences between region developments are common situations which exist at different levels according to countries. Most of the countries have not been able to achieve a fully balanced structure in development and have to cope with regional imbalances. In order to eliminate these regional imbalances and for sustainable development, different models have been searched over the time. Regional development, as in the past, is based on a top-to-bottom approach based on absolute control of central governments; local, national and even international actors. Therefore, it was decided to establish regional development agencies in order to ensure regional development (Tutar and Demiral, 2007).

Countries have begun to make structural transformation in regional development policies in order to cope with the pressures and threats posed by rapid economic change in the environment of globalization and increasing economic competition and to take advantage of the opportunities that arise in this process. This need has led to many changes from the process of determination and implementation of regional development policies to the change and differentiation in the tools used. The transition from a traditional, centralized development approach to a development approach based on the region has come up. In the new understanding of

development, decisions and power should belong to the region as much as possible and there should be no coercion and pressure from outside or from the top. The most important actor of this new approach is seen as Regional Development Agencies (RDAs).

The changing regional production systems and policies within the scope of globalization have accelerated the approaches that take the region as the focal point of the economy and economic development. RDAs are also organizations created to stimulate, organize and develop the economy on a regional scale. The main reasons for the existence of RDA, which was established in the world since 1930s in order to improve the socio-economic conditions of a region whose borders are drawn in an administrative structure independent from the central government (Bakış, Elife: 245).

- implementation of regional strategies,
- supporting local and regional entrepreneurship,
- assist in the provision of infrastructure services,
- searching for local-regional solutions for the near future of the private sector,
- seeking financial guarantees and solutions for the production of new products and services that meet regional demands.

As an independent organization, many of the RDAs prefer a bottom-up organization model. This provides significant advantages to the RDA. These advantages; regional institutions produce strategies designed in line with the problems of that region, establishment of more effective and bureaucracy-free relations, avoidance of political interventions thanks to the semi-autonomous position, ability to look at the structural problems of the economy from a long-term perspective, and direct and effective entry of political support to the region (Bakış, Elife:245)

The main function of the RDA which identifies sectoral and general development problems, identifies the opportunities and solutions for these solutions and supports the projects that develop these solutions, is to attract foreign investment to the region and to reveal and develop the internal potential of the region. to provide social development. The objectives of the RDA should be broad and include the development of regional competitiveness, increasing the competitiveness of local SMEs and creating an attractive region for foreign investment. Since the RDA alone cannot fill all the gaps in the institutional structure, it should first be supported with

other local-regional institutions and the division of labor with the central institutions should be determined. Otherwise, the effectiveness of the development agencies will be limited (Aslan, 2005: 286). For this reason, it will be necessary to create opportunities to act with local actors, to develop and support cooperation among these actors, and to provide state support for the training of necessary labor force and regulation of physical and social infrastructure.

Therefore, it can be said that RDAs are governance-based organizations, such as the regulatory and supervisory institutions, which are known as the supreme board, and share the public decision power from the public bodies to the legal entities consisting of the private sector and non-governmental organizations (Bakiş, Elife: 246).

Although there is no principle as to where RDA can be established, certain variables are required to be functional. These variables are: population sufficiency, entrepreneurial and entrepreneurial infrastructure, skilled labor force, consensus on regional development strategies, presence of sectors in development in a certain region, existence of a competitive business environment, provision of state support and development of infrastructure (Bakiş, Elife: 246). The strategic initiatives of the RDA established in the regions with these elements are grouped into five main groups as follows (Aslan, 2005: 287)

- Providing financial assistance or support,
- Uncovering new investment areas,
- Consultancy to SMEs,
- Determining the region's long-term development goals,
- Contributing to social developments.

The RDA provides information to various regional and local governments, from investment areas to labor force, from transportation to infrastructure; contributes to the marketing and renewal of the image of the region and leads to the introduction of new investments in the region. Establishing close relations with the universities and other educational institutions in the region and developing joint projects are among the tasks of the RDA. As a result of the cooperation with universities for the realization of regional development, researches that will direct the future economic, social and technological structure of the region, as well as the analyzes that will reveal the strengths and weaknesses of the region and enable opportunities and threats to be analyzed will be extremely important elements.

In general conditions, the conception of 'sustainable development' demands that human activities occurs within the limits of the planet. It is accepted that this needs to require consideration of intergenerational equity, bigger democratic improvement in making decision, and maybe the most importantly, the integration of environmental, economic, and social decision making.

Let's have a look some development agencies in the world.

4.2. EXAMPLES of THE REGIONAL DEVELOPMENT AGENCIES FROM WORLD

4.2.1. Regional Development Agencies in the United States

The first RDA was founded in the world is the Tennessee Valley Authority (TVA) in the United States. TVA was constituted by federal government in 1930. The aim to establish this RDA was to supply cheap electricity to those living near the Tennessee River catchment. In the following years, many states established their own units (Erten, 2018: 12).

When we speak about TVA we should remember David Lilienthal. He believed that organizational influence based on the public's participation and support. He developed "grass-roots democracy" opinion at the Tennessee Valley Authority. (Erwin C. Hargrove: 2). He was rhetorical leader for administrative. The idea of TVA was logical outcome of US thinking for the Nation's resources and how to save and develop them. About three hundred years of the American public was extravagant (Knop, H. 1976: 4)

4.2.2. Regional Development Agencies in Germany

Germany is a federal state and consists of 16 states. Each state has its own local governments. Federal state, the development of states provides financing for. The federal government is also involved in regional policies. Also has a router role. Over 400 regional development agencies in Germany was established for the realization of regional policies (Paksu, Ahmet: 59).

In Germany, regional development policies and the federal government Governments determine together. Regional development policies state ministries and private sector organizations. It is passed. These organizations are established on a state basis. Besides there are development organizations established

within the states and at lower levels. There is no hierarchical structure with state-based organizations.

The general purpose of these organizations established on the basis of state;

- * Economic development of regions
- * To attract investment to the region,
- * To support innovation and entrepreneurship,
- * Providing guidance and consultancy on incentives, financing and regional opportunities,
- * To support clustering and network formation.

Development agencies and organizations in Germany attract investment in their regions have achieved the main purpose. Competitiveness required to serve these objectives, clustering, sectoral analyzes and incentive policies. Share their detailed information about their regions with investors they attract investors to their regions. Agencies abroad to make publicity Representatives are also available. All kinds of existing companies in the region by providing consultancy services to the region and encourages investment outside the region. (Paksu, Ahmet: 59).

Stuttgart Regional Development Agency :The Stuttgart region is located in the south of Germany. Stuttgart is a region with developed industry. The region is one of the most important economic centers of Germany and Europe. In this region, major investments such as Hewlett-Packard, IBM, Chrysler, Porsche and Bosch are invested. In addition, the name of innovation and memories Behr, Kärcher, Märklin and Trumpf in the Stuttgart region is operating in important companies. The Stuttgart region is home to innovative organizations that have made a significant contribution to the development of the region. In the region, there are institutions that conduct the most important academic and scientific studies of Germany and work on important patent applications. The Stuttgart region has been awarded with the award of “Award of Excellence of Innovative Regions, one of the most important awards of the European Union (Paksu, Ahmet: 59).

4.3. Regional Development Agencies in Spain

In Spain, RDAs began to be established after the adoption of autonomy statutes in the years after the adoption of economic decentralization in 1978 Constitution, assuming responsibilities in the major area of economic promotion.

The reasons and circumstances are determined by evolution in the changing goals of regional policy.

4.3.1. An example: IMPIVA

This institute is for SME's of the Generalitat Valencia (IMPIVA). It's an public entity the Institute for Small and Medium Industry of the Generalitat Valenciana (IMPIVA) is a public entity of Generalitat Valenciana. This region established by the Law of the Generalitat Valenciana 2 / 84 and connected to the Ministry of Industry, Trade and innovation.

This Agency's role is making developing policies for the Valencian Government in the area of SME's. At this goal IMPIVA has some financial programmes to support firms and also public and private nonprofit SME's. (Canzanelli, Giancarlo, 2011:9).

Agency supports are involved in

- Research and development and technology supports.
- Development and creating project plans.
- Design projects
- Environment and Quality works
- Management and organizational projects
- Education (training)
- Copereation for business.

4.4. REGIONAL DEVELOPMENT AGENCIES IN ITALY

The local development agencies are generally occured by the specific terrirotrial programming tools, EU policies and negotiated regional plans.

In Italy, there are 46 existing RDA. 20 are founded local level, 6 at provincial and 20 at regional level (Canzanelli, Giancarlo, 2011:7-9).

Mainly tasks are as follows.

- o Supporting regional plans
- o research and education promotion and support
- o Meet the business initiatives (both community and individual)
- o Condition of services

4.4.1. An example: Sviluppumbria

Sviluppumbria which is an National Development Agency established for attracting investment to Italy and support the entrepreneurs.

Sviluppumbria agency is a public company whose capital is all owned by the Treasury and is accountable to the Prime Minister. The main reason for the establishment of a State Development Agency in Italy is the EU funds, which began to be transferred from the beginning of the 1990s, especially for the economic and social development of the lagging southern regions of Italy (Seyida, TURAN, 2007: 60)

4.5. REGIONAL DEVELOPMENT AGENCIES IN ENGLAND

During the historic process implementation of regional-based policies in the UK is very old people. Beside regionalization discussing that began in the 1930s the presence of regional inequalities and regionally based policies and institutions to ensure the economic revival of economically backward regions some effectual steps were took towards regarding to development and creation. As a matter of fact, due to the influence of internal dynamics , especially since the late 1980s, these problems have brought new pursuits to the North East, the North west, and the Yorkshire and Humber regions, particularly in the English regions. (Engin, Cem: 70)

4.5.1. An example East of England Development Agency (EEDA)

In the East of England Development Agency's (EEDA) strategy, the region's environmental characteristics (that is, the natural environment) are identified as a key feature of the area, though this then receives little further comment other than noting that its preservation is important (EEDA, 1999b). Much more emphasis is placed upon the EEDA's `vision' of creating a world class economy, building and networking communities, a competitive infrastructure, and jobs and skills. Six programmes of action are identified for the first year of operation of the EEDA: (David Gibbs, 2000: 242).

- (1) providing regional information and intelligence connected to the network;
- (2) improve the performance of key sectors and encourage business clustering;
- (3) maintain and expand the region's leading position in innovation and technology;
- (4) bring prosperity to areas of social exclusion;
- (5) build a competitive infrastructure; And
- (6) Raise the profile of England's East.

4.6. PROCESS DEVELOPMENT AGENCY TURKEY

4.6.1. Development Agencies of Turkey

Since the year 1999, the process of Turkey's formal candidacy to the EU has increased the importance given to regional development and governance issues (Tutar ve Demiral, 2007:72)

The RDAs were founded with the law no 5449 (Law on the establishment, coordination and duties of development agencies) in 2006 -2009 within 26 Levels in Turkey to supply planning and development in the local level. Beside with the RDAs, investment support offices were established in 81 provinces (Law No: 5449, 2006)

Duties and powers of the agency

Article 5 — the duties and powers of the agency are as follows:

- a) to provide technical support to the planning work of local governments.
- b) to support the activities and projects that provide the implementation of the regional plans and programs; to monitor, evaluate the implementation process of the supported activities and projects in this context and to inform the Undersecretariat of State Planning Organization of the results.
- c) to contribute to the development of the rural and local development capacity of the region in accordance with the regional plans and programmes and to provide support for projects in this scope.
- d) to monitor other projects carried out by public sector, private sector and non-governmental organizations in the region which are considered important in terms of regional plans and programs.
- e) to develop cooperation between public sector, private sector and non-governmental organizations in order to achieve Regional Development Goals.
- f) to use or make use of the resources allocated to the agency in accordance with the regional plans and programs of the second paragraph (C) of Article 4.
- g) to make researches aimed at determining the resources and possibilities of the region, to accelerate economic and social development and to increase the competitiveness, to support the researches made by other people, institutions and organizations.
- h) to promote the business and investment opportunities of the region at national and international levels in cooperation with the relevant institutions.

IKA, is one of 26 development agencies in Turkey. TRC1 is responsible for the level-2 region, namely Gaziantep, Adiyaman and Kilis. Gaziantep is the headquarters of the agency in the establishment decree as indicated.

The Decision of the Board of Directors on the establishment of the IKA dated 10 November 2008 and numbered 2008/14306 was published in the Official Gazette dated 22 November 2008 and numbered 27062, but the agency was active in 2010.

On 15 February 2010 the general secretary elected by the board of directors began his duty. On June 15, 2010, IKA was fully operational with 22 experts and 3 support staff. As of the end of 2018, a total of 45 personnel was employed including 1 general secretary, 26 experts, 7 support personnel and 12 auxiliary services personnel.

After the establishment of the agency, working units were established within the secretariat of the general secretariat and then the Gaziantep Investment Support Office was established. IKA opened Kilis Investment Support Office and Adiyaman Investment Support Office on November 1, 2010.

When we check the activity reports agency supports in general are as follows.

Table 2 IKA supports between 2010- 2018

Provinces	Total Support (2010-2018)			
	Number Of the Projects	Support Amount (TL)	Total Project Amount (TL)	Support Rate (percentage)
Gaziantep	520	54.588.267,63	97.253.054,77	46%
Adiyaman	273	43.298.127,78	70.783.233,00	36%
Kilis	126	21.727.119,34	32.120.950,71	18%
Total Amount	919	119.613.514,75	200.157.238,48	100%

Table 3 Direct financing support / Feasibility Support Programs (2010-2018)

Provinces	Direct financing support / Feasibility Support (2010-2018)			
	Number Of the Projects	Support Amount (TL)	Total Project Amount (TL)	Support Rate (percentage)
Gaziantep	68	3.483.886,15	3.763.357,92	61%
Adiyaman	29	1.544.580,00	1.595.192,50	27%
Kilis	14	646.199,44	653.678,59	11%
Toplam	111	5.674.665,59	6.012.229,01	100%

Table 4 Technical Support Programs (2010-2018)

Provinces	Technical Support (2010-2018)			
	Number Of the Projects	Support Amount (TL)	Total Project Amount (TL)	Support Rate (percentage)
Gaziantep	268	2.452.135,43	2.452.135,43	66%
Adiyaman	116	883.028,43	883.028,43	24%
Kilis	56	382.032,61	382.032,61	10%
Toplam	440	3.717.196,47	3.717.196,47	100%

Table 5 Guided Project Support (2010-2018)

Provinces	Guided Project Support (2010-2018)			
	Number Of the Projects	Support Amount (TL)	Total Project Amount (TL)	Support Rate (percentage)
Gaziantep	3	7.575.000,00	10.200.063,34	49%
Adiyaman	1	4.764.750,00	6.353.000,00	31%
Kilis	1	3.000.000,00	4.000.000,00	20%
Total	5	15.339.750,00	20.553.063,34	100%

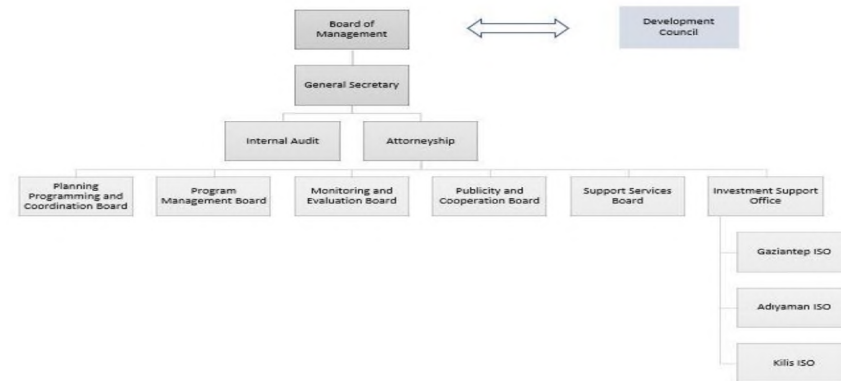
The main objective of the Silk Road Development Agency is to ensure the development of all aspects of the trc1 region, which is its area of activity. IKA aims to mobilize and increase the current potential of the region in order to achieve this

basic objective. The main objectives of the agency are to accelerate economic, social and cultural development, increase the competitiveness of the region and ensure sustainability, and reduce intra-regional development differences.

4.6.1.1.1. IKA Organization Structure

I found the information about IKA and it's supports, activities, establishment etc from www.ika.org.tr

Development Agencies in general make the organization the same. Only the working units under the general secretariat vary slightly. IKA Agency has 5 working units and 3 investment support offices.



4.6.1.1.2. Planning, Programming and Coordination Unit

It is the unit responsible for carrying out activities that ensure the economic and socio-cultural development of the region, conducting research to increase competitiveness and preparing plans and programs on regional and sectoral basis. The duties of the planning, programming and coordination unit are:

- a) To carry out the preparatory activities of the regional plan to be prepared by the Agency.
- b) To prepare regional operational programs (based on the objectives and priorities in the regional plan).
- c) To determine the framework of the calls for proposals to be issued by the Agency in line with the regional plan.
- d) To make budget planning of the Agency.
- e) To carry out studies on clustering policies in the region.
- f) To prepare sectoral research reports on the sectors in the region.

g) Collecting and analyzing data related to the region, using it in the regional plan and sectoral analysis studies and making it available to other units.

h) To coordinate the preparation of the Agency's work program and budget and submit it to the Secretary General for submission to the board of directors and development board.

i) To prepare the Agency's activity reports on a weekly, monthly, semi-annual and annual basis and submit them to the Secretary General.

j) To support the planning activities of local governments.

k) To contribute to the projects carried out by public, private sector or non-governmental organizations which are considered important in terms of regional plans and programs.

l) To make analysis of investment areas with ISOs.

m) To follow and examine national and international investment programs.

n) To carry out activities aimed at improving the institutional capacity of the Agency.

o) To coordinate development board meetings.

4.6.1.1.3. Program Management Unit

The Program Management Unit is the unit where all the functioning of the agency support programs is carried out. It is responsible for the receipt of applications, identification of projects /activities that are eligible for support and implementation of the process up to the signing of contracts with applicants.

4.6.1.1.4. The duties of the Program Management Unit are as follows:

a) To establish the general framework of the implementation mechanism of the supports to be provided by the Agency.

b) To determine the framework of the calls for proposals together with the planning, programming and coordination unit in line with the regional plan.

c) To coordinate the process of identifying issues and conditions related to support programs.

d) Preparing the application guidelines with the priorities, application conditions and evaluation criteria for the support programs.

e) To promote agency support programs.

f) To provide information and training on agency support programs.

g) To prepare or organize project preparation trainings.

- h) To guide those who want to apply with support programs.
- i) Receiving project applications.
- j) To make preliminary examinations of the projects.
- k) To coordinate the evaluation process of the projects.
- l) To communicate the project results together with the reasons.
- p) Signing contracts with the project owners who are eligible to receive support (İKA Organization and Duty Directive, 2011; SPO-DYK, 2009).

4.6.1.1.5. Monitoring and Evaluation Unit.

The Monitoring and Evaluation Unit conducts studies on the collection, analysis, notification and use of the necessary information for the purpose of monitoring and evaluating the projects supported by the agency. The Agency ensures that efficiency, effectiveness and sustainability of support activities are monitored. The Monitoring and Evaluation Unit receives the projects entitled to support from the agency together with the support contracts from the Program Management Unit. Following up the entire period from the procurement announcement process of the projects to the end of all applications and control. The application also checks the finished projects by monitoring at certain intervals.,

The duties of the Monitoring and Evaluation Unit are as follows:

- a) To monitor, supervise and evaluate the project activities realized within the scope of regional plans and programs.
- b) To determine the performance indicators of regional plans and programs and support programs together with other units.
- c) To monitor and evaluate the projects carried out by the Agency, to prepare periodic reports and to evaluate the effects.
- d) To monitor and evaluate the projects carried out with the support of the Agency.
- e) To carry out technical and financial supervision of the projects carried out with the support of the Agency.
- f) To participate as an observer in the tenders within the scope of the projects carried out with the support of the Agency and to check the eligibility of tenders.
- g) To check the appropriateness of the expenditures made within the scope of the Agency supported projects and to make payments.

h) To carry out risk assessments of agency supported projects and to determine initial and implementation risk situations.

i) To carry out physical inspection on site about the machinery / equipment and construction works purchased within the scope of the project.

j) Projects perform routine monitoring.

k) To make preliminary examination for the projects of the institutions applying to the Agency.

l) To provide guidance to project owners on the reporting and project implementation process, in particular to inform SMEs about tender procedures.

m) To ensure that project owners fulfill their obligations specified in the contract.

n) To carry out transactions on amendment, termination, early warning reports and corrective measures and irregularities.

o) To conduct regular risk analyzes on programs and projects and to take corrective and preventive measures.

p) To evaluate the results of the completed projects.

4.6.1.1.6. Support Services

It is the unit that deals with the current affairs of the Agency. The head of the unit is selected from experts, although it consists mainly of support personnel. Accounting and Finance, Document Registration, Public Relations, Human Resources, Secretarial and Archive, Executive Assistant etc. There are support staff working in these positions.

The duties of the Support Services Unit are:

a) To carry out administrative and financial affairs of the Agency.

b) To carry out the recording, sending, tracking and archiving of incoming and outgoing documents.

c) To ensure the execution of the archive of the Agency.

d) To coordinate the recruitment of personnel within the framework of the Agency's human resources policy.

e) To ensure the collection of the revenues and receivables of the Agency.

f) To prepare and control all kinds of payment documents of the Agency, perform and archive.

g) To manage the budget of the Agency and to announce the realizations on the website.

h) To make project payments that are approved by the Monitoring and Evaluation Unit.

i) Contractual termination, irregularity, etc. to follow up the reimbursements arising from the reasons

j) Ensuring the establishment and execution of the internal control system.

k) To carry out activities related to the external audits of the Agency and the audit of the Court of Accounts.

l) Sending financial data to the General Directorate of Public Accountancy of the Ministry of Finance using the Public Expenditure and Accounting Information System (KBS),

m) To make secretariat of the meetings of the board of directors

4.6.1.1.7. Promotion and Cooperation Unit.

The Promotion and Collaboration Unit is responsible for conducting researches aimed at increasing the economic, social and cultural development and competitiveness of the region, developing and implementing cluster and cluster policies is responsible for funding from international funding sources to the agency and identifying and conducting training needs for service.

The tasks of the Promotion and Collaboration Unit are:

a) Contribute to the social, economic and cultural development of the region to develop resources from national and international funding sources to the region and to cooperate with other institutions within the scope of these projects.

b) To determine the in-service training needs of the Agency and to ensure that these trainings are conducted.

c) To ensure the relations of the Agency with local, national and international organizations.

d) To promote the Agency in national and international arena.

e) Fairs, seminars, conferences, symposiums, etc. on behalf of the Agency. planning and coordinating national and international organizations.

f) Determining the communication strategy of the Agency.

g) Determining and implementing the corporate promotion policy.

- h) To prepare the reports prepared by the Agency for publication.
- i) To follow the design and printing activities of institutional materials.
- j) Determining the training needs and organizing the necessary trainings for increasing the local capacity.
- k) Organizing and following up the publication and organization activities.
- l) To carry out press and public relations activities with the Support Services Unit.

4.6.1.1.8. IKA Support Mechanisms

Development agencies can provide support to the actors in the region by using the mechanisms defined in the legislation in the axis of national and regional plans in order to ensure regional development. These supports are standard mechanisms for all agencies, as specified in the legislation. Agency supports are divided into two. These are: financial supports and technical supports

As the name implies, financial supports are provided to institutions for the projects submitted. Technical support is the response to training requests that increase the institutional capacity of non-profit organizations in the region directly by experts or service procurement.

4.6.1.1.8.1. Financial Support

The Agency may provide financial support to the projects and activities of public institutions and organizations, private sector and NGOs and other real and legal persons in line with the priorities determined based on the regional plan. In accordance with the legislation, the Agency can provide support for:

- a) Projects and activities that will ensure the implementation of regional plans and programs, which are compatible with these plans and programs,
- b) Projects and activities in line with regional plans and programs that will contribute to the development of the capacity of the region in relation to rural and local development.
- c) Projects promoting cooperation and partnership between the public sector, the private sector and NGOs.
- d) All kinds of strategies and plans, researches, studies and studies aimed at determining the resources and opportunities of the region, accelerating economic and social development, increasing competitiveness and innovation capacity and increasing the impact and effectiveness at national and international level.

- e) All kinds of projects and activities aimed at improving the business and investment opportunities of the region.
- f) Projects and activities to support SMEs and new entrepreneurs in areas such as management, production, promotion, marketing, technology, finance, organization and labor training.
- g) Projects and activities that promote the activities related to bilateral or multilateral international programs in the region and contribute to project development and fundraising within the scope of these programs.
- h) Projects and activities aimed at improving the capacity and institutional structures of the institutions and organizations in the region to produce and implement projects.

4.6.1.1.8.2. Direct financing support

Direct funding support is generally unrequited assistance to projects and activities in line with the priorities set by the agency, also called denilen grant supports destek.

In direct financing aids, the project call for proposals method is generally used. In addition, direct activity support and guided project support methods are also stated in the agency work program.

4.6.1.1.8.3. Call for Proposals

Support can be provided through the call for proposals method, usually once a year, at certain times. Agencies use a large part of their support with this method.

In the method of call for proposals, the agency determines the issues to be supported in the framework of regional and national plans. In the meantime, the views of the development board and other stakeholders in the region are sought. With the decision of the board of directors, the final application form becomes valid with the approval of the Ministry. Project proposals are collected on related issues within the specified period and then projects are evaluated in accordance with the relevant legislation

In the first stage of the evaluation, the projects are pre-examined by the experts of the agency. Here it is checked whether the applicant and the partners meet the requirements specified in the guidelines. The requested documents are checked for deficiencies. If the deficiency is at a level that can be removed, additional time is given. In short, conformity assessment and administrative control of the project is carried out. Projects are then evaluated by independent evaluators. Independent assessors are selected from those who have not and will not be involved in the

preparation or implementation of projects with at least five years of experience in the field. In the next stage, the evaluation committee, which is a top committee, examines all the projects evaluated and reassesses the evaluation of the independent evaluator where it does not like. The budget revision of the projects determined according to the final results is carried out by the secretary general or it is carried out.

The secretary general may also send experts for the preview of the projects. The final list is submitted to the board of directors. The Board of Directors cannot change the budget amounts for the projects in the proposed list or add new projects to the list. However, by taking into account the impartiality and consistency of the assessment, the complementarity of the projects with each other or the spatial and sectoral priorities of the region, and may state the rationale, it may remove the project from the proposed list. The final list of projects eligible for financial support shall be formally valid after approval by the Board of Directors.

4.6.1.1.8.4. Guided projects

To be supported by the Agency are major projects of importance for the region. The agency is leading the implementation of these projects. Projects that contribute to regional development, increase the competitiveness of the region and improve business environments in the region are supported in this context. Within the scope of this support, business development centers, technoparks, technology development centers and large open-source projects such as trade fairs, trade centers, exhibition halls, laboratories and workshops can receive direct support for projects that include infrastructure and / or operational supports.

4.6.1.1.8.5. Technical Support

The aim of the technical support program is to provide support to the studies which are important for regional development but which institutions in the region have difficulty in performing due to lack of capacity. Technical support is only available to non-profit organizations in the region. (Public institutions, local administrations, NGOs etc.)

The agency can provide support under technical support:

- a) Training activities.
- b) Activities related to program and project preparation.
- c) Temporary appointment of experts.
- d) Providing consultancy.

e) Lobbying and international relations.

Agencies generally meet the in-service training needs of the institutions in the region within the scope of this support.

4.6.1.1.8.6. Feasibility Support Program

Development agencies support various projects and activities to achieve the regional vision adopted at the end of the planning process. In this context, it is important for the region to develop and to benefit from important opportunities in terms of competitiveness and feasibility studies. direct financial support to activities that will contribute to the initiation, implementation and implementation of strategic actions and to influence and direct large-scale investment decisions in the short term is stipulated by Article 27 of the Development Agencies Project and Activity Support Regulation.

The overall objective of the Feasibility Program (FD) is; To benefit from important opportunities in terms of development and competitiveness of TRC1 Region, to prevent threats and risks to the region's economy, and to develop innovation and entrepreneurial capacity of the region.

4.6.1.1.8.7. Supports to the firms

In the 2014-2018 strategic plan of IKA, SME support was put on the agenda. IKA announced 3 financial support programs for SMEs. During 2014, Regional and Sectoral Competition Financial Support Program, in 2015 Financial Support Program for Increasing Competitiveness and Innovation Capacity, in 2016 Increasing Energy Efficiency in Industry in Gap Region pilot applications financial support program were announced for SME's. In our research we took these years and their effects on the firms who got support.

SECTION FIVE

5.METHOD

5.1. OBJECTIVE

Gaziantep province is located in trcl region and is the city which has benefited from agency supports at mostlevel and is one of the famous locomotive city in business. The purpose of the research is to investigate the company process which receives financial support from regional development agencies (IKA) operating in this province(Gaziantep). Therefore, between the years 2014-2015 and 2016, a field survey was carried out 36 companies operates in Gaziantep those benefited from IKA financial support programs. In this field survey, the perspectives of the agency and the support of the firms and the changes that occurred in the company with the support of the agency were examined. The aim of this study is to develop the support processes of the Regional Development Agencies for the companies and to reveal the problems experienced by the companies during the application process and the execution of the project through the eyes of independent evaluators.

5.2. SAMPLE

In the years 2014, 2015 and 2016 some projects were found successful and the project contracts were signed by the IKA with 36 companies a survey was carried out on these 36 companies but we reached 26 companies. So we reached 72% of thetotal firms. The study attempted to reach 36 companies operating in Gaziantep, but 26 survey results were obtained due to the fact that some companies were no longer active and we could succeed to communicate in any way.

5.3. LIMITATIONS

The most important constraint of the study is the number of firms examined are less. In order to increase this number we contacted with IKA but no results have been obtained. In addition to the number of samples, no scale was found. Therefore, this should be taken into consideration in the evaluation and generalization of the results of the study.

5.4. SCALE

The survey form applied to the companies consists of 4 sections and totally 43 questions were asked to the firms. In the first section, descriptive questions were asked indicating the characteristics of the firms. In the second part of the study, questions have been asked to reveal whether businesses have project culture in general. In the third section, explanatory questions were asked about the firm perspective for the agency. in the fourth section, these companies who received support from the agency were asked to answer explanatory questions about the support they received. These explanatory questions have been requested by companies in the form of 1 - absolutely agree, 2 - agree, 3 - indecisive, 4 - disagree, 5 - absolutely disagree reviews with a five-interval Likert scale.

While the survey was being conducted, we benefited from the impact analysis reports prepared by regional development agencies, beneficiary satisfaction survey of IZKA 2008 financial support programs report, similar survey studies; Timurçin (2010)“The Competitive Power of the SMEs in Turkey and The Effect of Clustering on Gaining Competitive Advantage”, Sibel Kahraman (2012) Sme’s Problems And Solutions; Bursa Of The Study and also the activity reports of the Ministry of development and project coordinators and experts who conducted the project with the development agencies.

5.5. DESCRIPTIVE STATISTICS

In general, the frequency values of descriptive statistics applied to enterprises are examined as follows most of the participants filled the survey were university graduates, more than half of the firms employed 10-50 staff, 1-5 administrative staff and these administrative staff mainly graduated from associate Degree /university degree, 20 of the total 26 companies had 10 years and above operating time in sector, 57% of the firms had an active size above 5 million TL the results showed that more than half of the companies learned about the support of IKA from consulting firms, that they had not previously requested any other institution for the project support, they had not been supported by any other supporting institution other than IKA, and 10 out of total 26 companies wanted to apply for the project to another institution other than IKA.

Table 6 Descriptive Statistics of the firms

Questions	In Intervals	F Frequencies	%
Education level of the participant to the Survey	primary school	4	15,4
	high school	3	11,5
	Associate Degree	2	7,7
	university graduated	15	57,7
	master	2	7,7
Total number of employees	1- 10	3	11,5
	10 -20	7	26,9
	20-50	9	34,6
	50-100	3	11,5
	100-250	3	11,5
	250 and above	1	3,8
Total number of administrative staff	1 – 5	15	57,7
	5 - 10	5	19,2
	10 - 20	4	15,4
	20 and above	2	7,7
Total university graduated staff in administrative position	1 – 5	19	73,1
	5 - 10	4	15,4
	10 - 20	1	3,8

	20 and above	2	7,7
Duration (age) of the Company	5-10 years	6	23,1
	10 years and above	20	76,9
The size of your company's assets (assets) during last year (TL)	100.000-500.000	2	7,7
	500.000-1.000.000	3	11,5
	1.000.000-5.000.000	6	23,1
	5.000.000 and above	15	57,7
Ratio of average equity in your resource structure over the last 3 years	%1-10	3	11,5
	%10-25	4	15,4
	%25-50	12	46,2
	%51-100	7	26,9
Average growth rate of your sales in the last 3 years	%1 and less	2	7,7
	%1-25	9	34,6
	%26-50	9	34,6
	%51-100	5	19,2
	%101 and more	1	3,8
Did you receive consultancy on project writing?	No, I didn't	7	26,9
	Yes, I got it	19	73,1
Have you received any training in project writing?	No	18	69,2
	Yes	8	30,8

How did you become aware of the supports of the IKA?	From Consultancy Firm	16	61,5
	Social Media and Internet	6	23,1
	From friend advise	1	3,8
	Written and visual Media	3	11,5
Have you applied to any institution other than IKA before?	No	14	53,8
	Yes	12	46,2
Has your project been supported by an organization other than IKA?	No	15	57,7
	Yes	11	42,3
Do you plan to apply to a project other than IKA?	no	6	23,1
	No idea	10	38,5
	yes	10	38,5

5.6. RESEARCH METHOD

The surveys were analyzed with SPSS 24.0 program and the acceptance-rejection status of the hypotheses was obtained by using Reliability Tests, t - test, ANOVA test. T-tests were performed to test the significant differences in two-variable questions and variance analysis (ANOVA) was performed to test more than two variances. The results of the analysis are given as follows.

5.7. HYPOTHESIS

Our Hypothesis regarding to this study are as follows.

H1: The level of education of the participant leads to a significant difference regarding to IKA perspective.

H2: The level of education of the participant leads to a significant difference regarding to the supports provided by IKA.

H3: The total number of employees of the participating company leads to a significant difference regarding to IKA perspective.

H4: The total number of employees of the participating company leads to a significant difference regarding to the supports provided by IKA.

H5: The number of administrative staff number of the participating company leads to a significant difference regarding to IKA perspective.

H6: The number of administrative staff number of the participating company leads to a significant difference regarding to the supports provided by IKA.

H7: The number of university graduate staff number working in administrative position of the participating company leads to a significant difference regarding to IKA perspective.

H8: The number of university graduates working in administrative positions of the participating company leads to significant differences regarding to the supports provided by IKA.

H9: The period (working years in sector) in which the participating company operates leads to a significant difference regarding to IKA perspective.

H10: The period in which the participating company operates results in a significant difference regarding to the supports provided by IKA.

H11: The participatory firm's asset size in the last year leads to a significant difference regarding to IKA perspective.

H12: The participatory firm's asset size in the last year leads to a significant difference regarding to the supports provided by IKA.

H13: The ratio of the average equity in the capital (resource structure) of the participating firm over the last 3 years results in a significant difference regarding to IKA perspective.

H14: The ratio of the average equity in the capital (resource structure) of the participating firm over the last 3 years leads to a significant difference regarding to the supports provided by IKA.

H15: the average increase in sales of the participating company over the last 3 years results in a significant difference regarding to IKA perspective.

H16: The average increase in sales of the participating company over the last 3 years results in a significant difference regarding to the supports provided by IKA.

H17: Whether or not the participating company receives Consultancy Services on writing more projects leads to a significant difference regarding to IKA perspective.

H18: Whether or not the participating company receives consulting services on project writing results regarding to the supports provided by IKA.

H19: Whether or not the participating company has received any training in project writing leads to a significant difference regarding to IKA perspective.

H20: Whether or not the participating company has received any training in project writing leads to a significant difference regarding to the supports provided by IKA.

H21: The fact that the participating company is aware of IKA supports leads to a significant difference regarding to IKA perspective.

H22: The fact that the participating company is aware of IKA supports leads to a significant difference regarding regarding to the supports provided by IKA.

H23: Whether or not the participating company has applied to any other institution other than IKA before results in a significant difference regarding to IKA perspective.

H24: Whether or not the participating company has applied to any other institution other than IKA before results in a significant difference to the supports provided by IKA.

H25: Whether or not the project of the participating company is supported by another institution other than IKA leads to a significant difference regarding to IKA perspective.

H26: Whether or not the project of the participating company is supported by another institution other than IKA leads to a significant difference to the supports provided by IKA.

H27: Whether or not the participating company intends to apply for a project to another institution other than IKA leads to a significant difference regarding to IKA perspective.

H28: Whether or not the participating company intends to apply for a project to another institution other than IKA leads to a significant difference regarding to the supports provided by IKA.

5.7.1. Reliability Test

Table 7 Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.979	28

Note:As we check the reliability statistics Cronbach's Alpha value is 0,979.

Alpha was found by Lee Cronbach in 1951 to provide the measure for the internal consistency of a scale or test; it is mentioned between 0 and 1. Maximum alpha value as 0.90 was recommended. (Mohsen Tavakol, Reg Dennick 2011; 53:54). So our test results is very reliable.

The hypotheisis are analysed one by one in herebelow.

5.7.2. Anova and T-Test Results

H1: The level of education of the participant leads to a significant difference regarding to IKA perspective.

Table 8 The test results of H1 hypotheisis.

		df	Mean Square	F	Sig.
Agencies develop firms in terms of enterprise and new projects.	Between Groups	4	.621	.331	.854
	Within Groups	21	1.876		
	Total	25			
Agencies help to eliminate the regional economic development differences.	Between Groups	4	1.765	1.181	.348
	Within Groups	21	1.495		
	Total	25			
I recommend the agencies to other firms.	Between Groups	4	.803	.500	.736

	Within Groups	21	1.607		
	Total	25			
Agencies play an important role in regional and national economic development.	Between Groups	4	.972	.596	.670
	Within Groups	21	1.632		
	Total	25			
The support provided by the agencies fully covers the problem of financing of firms in new projects.	Between Groups	4	.842	.631	.646
	Within Groups	21	1.334		
	Total	25			
Agencies treat all firms equally.	Between Groups	4	.853	.460	.764
	Within Groups	21	1.854		
	Total	25			
I believe that agencies can fully introduce themselves to the market.	Between Groups	4	.288	.173	.950
	Within Groups	21	1.660		
	Total	25			
Agency supports are suitable for our business in terms of maturity structure.	Between Groups	4	1.610	1.162	.356
	Within Groups	21	1.386		
	Total	25			
I think that private firms have more advantages than public bodies in project evaluations.	Between Groups	4	.624	.677	.615
	Within Groups	21	.921		

	Total	25			
Agency employees are interested and helpful to firms.	Between Groups	4	2.260	1.438	.256
	Within Groups	21	1.571		
	Total	25			
Agencies should take into account the situation of regions and firms during the project evaluation process..	Between Groups	4	1.102	.644	.638
	Within Groups	20	1.712		
	Total	24			
Agencies should give more support to newly established enterprises than to active ones.	Between Groups	4	1.553	.996	.432
	Within Groups	21	1.560		
	Total	25			
The legislation of the Development Agencies is specific and clear.	Between Groups	4	1.192	.789	.546
	Within Groups	21	1.511		
	Total	25			
I find the information, announcement activities and web pages of the agencies sufficient.	Between Groups	4	1.066	.726	.584
	Within Groups	21	1.469		
	Total	25			
I think that the project evaluation stages are simple, understandable and transparent.	Between Groups	4	.841	.535	.711
	Within Groups	21	1.571		
	Total	25			
I think the formal correspondence	Between	4	2.285	1.375	.277

and procedures are short and easy.	Groups				
	Within Groups	21	1.662		
	Total	25			
I think that the project evaluation and support process is sufficient.	Between Groups	4	1.804	1.187	.345
	Within Groups	21	1.519		
	Total	25			

The H1 hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, the level of education of the participant didn't lead to a significant difference regarding to IKA perspective.

H2: The level of education of the participant leads to a significant difference regarding to the supports provided by IKA.

Table 9 The test results of H2 hypothesis.

		df	Mean Square	F	g.
The support we received had positive financial effects.	Between Groups	4	.437	305	.872
	Within Groups	21	1.433		
	Total	25			
The support we received had positive effects on institutionalization and our project culture.	Between Groups	4	.654	.395	.810
	Within Groups	21	1.656		
	Total	25			
The support we received had a positive impact on our sales.	Between Groups	4	.929	.471	.756
	Within	21	1.971		

	Groups				
	Total	25			
The fact that our financial structure (equity) was effective in getting support..	Between Groups	4	.928	.553	.699
	Within Groups	21	1.679		
	Total	25			
The training and experience level of our project staff has been effective in getting the support.	Between Groups	4	.572	.361	.833
	Within Groups	21	1.583		
	Total	25			
Outputs and added value of the project (logic) have been effective in our support.	Between Groups	4	1.041	.835	.518
	Within Groups	21	1.247		
	Total	25			
The project writing rules and the appropriateness of expression were effective in the support we received.	Between Groups	4	.970	.528	.717
	Within Groups	21	1.837		
	Total	25			
I think I have received full project payments.	Between Groups	4	1.538	.673	.618
	Within Groups	21	2.286		
	Total	25			
I think I have received project payments on time	Between Groups	4	1.097	.685	.610
	Within Groups	21	1.602		
	Total	25			

I think I have seen the contributions of the Agency staff during the project process.	Between Groups	4	2.684	.809	.165
	Within Groups	21	1.483		
	Total	25			
During the project process, I did not have any problems in complying with the legislation and legal requirements.	Between Groups	4	2.188	.166	.354
	Within Groups	21	1.876		
	Total	25			

The H2 hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, the level of education of the participant didn't lead to a significant difference regarding to the supports provided by IKA.

H3: The total number of employees of the participating company leads to a significant difference regarding to IKA perspective.

ANOVA

Table 10 The test results of H3 hypothesis.

		df	Mean Square	F	Sig.
Agencies develop firms in terms of enterprise and new projects.	Between Groups	5	1.139	.629	.679
	Within Groups	20	1.810		
	Total	25			
Agencies help to eliminate the regional economic development differences.	Between Groups	5	.372	.203	.957
	Within Groups	20	1.830		
	Total	25			

I recommend the agencies to other firms.	Between Groups	5	.649	.385	.853
	Within Groups	20	1.686		
	Total	25			
Agencies play an important role in regional and national economic development.	Between Groups	5	.577	.327	.891
	Within Groups	20	1.763		
	Total	25			
The support provided by the agencies fully covers the problem of financing of firms in new projects.	Between Groups	5	.480	.331	.888
	Within Groups	20	1.449		
	Total	25			
Agencies treat all firms equally.	Between Groups	5	.660	.338	.884
	Within Groups	20	1.952		
	Total	25			
I believe that agencies can fully introduce themselves to the market.	Between Groups	5	1.517	1.068	.407
	Within Groups	20	1.421		
	Total	25			
Agency supports are suitable for our business in terms of maturity structure.	Between Groups	5	.778	.491	.779
	Within Groups	20	1.583		
	Total	25			
I think that private firms have more advantages	Between Groups	5	1.315	1.723	.175

than public bodies in project evaluations.	Within Groups	20	.763		
	Total	25			
Agency employees are interested and helpful to firms.	Between Groups	5	.687	.356	.872
	Within Groups	20	1.930		
	Total	25			
Agencies should take into account the situation of regions and firms during the project evaluation process..	Between Groups	5	.867	.480	.786
	Within Groups	19	1.805		
	Total	24			
Agencies should give more support to newly established enterprises than to active ones.	Between Groups	5	.376	.203	.957
	Within Groups	20	1.854		
	Total	25			
The legislation of the Development Agencies is specific and clear.	Between Groups	5	.646	.388	.851
	Within Groups	20	1.663		
	Total	25			
I find the information, announcement activities and web pages of the agencies sufficient.	Between Groups	5	.718	.456	.804
	Within Groups	20	1.576		
	Total	25			
I think that the project evaluation stages are simple, understandable and transparent.	Between Groups	5	1.472	1.016	.434
	Within Groups	20	1.449		

	Total	25			
I think the formal correspondence and procedures are short and easy.	Between Groups	5	.998	.511	.765
	Within Groups	20	1.952		
	Total	25			

The H3 hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, the total number of employees of the participating company didn't lead to a significant difference regarding to IKA perspective.

H4: The total number of employees of the participating company leads to a significant difference regarding to the supports provided by IKA.

ANOVA

Table 11 The test results of H4 hypothesis.

		df	Mean Square	F	Sig.
The support we received had positive financial effects.	Between Groups	5	.617	.429	.823
	Within Groups	20	1.438		
	Total	25			
The support we received had positive effects on institutionalization and our project culture.	Between Groups	5	.480	.274	.922
	Within Groups	20	1.749		
	Total	25			
The support we received had a positive impact on our sales.	Between Groups	5	.407	.189	.963
	Within Groups	20	2.154		
	Total	25			

The fact that our financial structure (equity) was effective in getting support..	Between Groups	5	1.595	1.030	.427
	Within Groups	20	1.549		
	Total	25			
The training and experience level of our project staff has been effective in getting the support.	Between Groups	5	1.025	.674	.648
	Within Groups	20	1.521		
	Total	25			
Outputs and added value of the project (logic) have been effective in our support.	Between Groups	5	.939	.732	.608
	Within Groups	20	1.283		
	Total	25			
The project writing rules and the appropriateness of expression were effective in the support we received.	Between Groups	5	2.315	1.499	.235
	Within Groups	20	1.544		
	Total	25			
I think I have received full project payments.	Between Groups	5	2.278	1.066	.408
	Within Groups	20	2.138		
	Total	25			
I think I have received project payments on time	Between Groups	5	1.297	.822	.549
	Within Groups	20	1.578		
	Total	25			
I think I have seen the contributions of the Agency staff during the	Between Groups	5	.790	.416	.832
	Within Groups	20	1.897		

project process.	Groups				
	Total	25			
During the project process, I did not have any problems in complying with the legislation and legal requirements.	Between Groups	5	.443	.193	.962
	Within Groups	20	2.297		
	Total	25			

The H4 hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, the total number of employees of the participating company didn't lead to a significant difference regarding to the supports provided by IKA.

H5: The number of administrative staff number of the participating company leads to a significant difference regarding to IKA perspective.

ANOVA

Table 12 The test results of H5 hypothesis.

		df	Mean Square	F	Sig.
Agencies develop firms in terms of enterprise and new projects.	Between Groups	3	.995	.563	.645
	Within Groups	22	1.768		
	Total	25			
Agencies help to eliminate the regional economic development differences.	Between Groups	3	.009	.005	.999
	Within Groups	22	1.747		
	Total	25			
I recommend the agencies to other firms.	Between Groups	3	.393	.241	.866
	Within Groups	22	1.627		
	Total	25			
Agencies play an important role in	Between Groups	3	1.940	1.320	.293

regional and national economic development.	Within Groups	22	1.470		
	Total	25			
The support provided by the agencies fully covers the problem of financing of firms in new projects.	Between Groups	3	.895	.686	.570
	Within Groups	22	1.305		
	Total	25			
Agencies treat all firms equally.	Between Groups	3	.604	.328	.805
	Within Groups	22	1.842		
	Total	25			
I believe that agencies can fully introduce themselves to the market.	Between Groups	3	.933	.618	.610
	Within Groups	22	1.509		
	Total	25			
Agency supports are suitable for our business in terms of maturity structure.	Between Groups	3	.168	.106	.956
	Within Groups	22	1.592		
	Total	25			
I think that private firms have more advantages than public bodies in project evaluations.	Between Groups	3	.271	.283	.837
	Within Groups	22	.956		
	Total	25			
Agency employees are interested and helpful to firms.	Between Groups	3	.352	.189	.903
	Within Groups	22	1.863		
	Total	25			

Agencies should take into account the situation of regions and firms during the project evaluation process..	Between Groups	3	1.470	.902	.457
	Within Groups	21	1.630		
	Total	24			
Agencies should give more support to newly established enterprises than to active ones.	Between Groups	3	.159	.091	.964
	Within Groups	22	1.749		
	Total	25			
The legislation of the Development Agencies is specific and clear.	Between Groups	3	1.022	.673	.578
	Within Groups	22	1.520		
	Total	25			
I find the information, announcement activities and web pages of the agencies sufficient.	Between Groups	3	.444	.289	.833
	Within Groups	22	1.536		
	Total	25			
I think that the project evaluation stages are simple, understandable and transparent.	Between Groups	3	.138	.084	.968
	Within Groups	22	1.633		
	Total	25			
I think the formal correspondence and procedures are short and easy.	Between Groups	3	1.585	.888	.463
	Within Groups	22	1.786		
	Total	25			
I think that the project evaluation and support process	Between Groups	3	.505	.296	.828
	Within Groups	22	1.709		

is sufficient.	Total	25			
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The H5 hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, the of administrative staff number of the participating company didn't lead to a significant difference regarding to IKA perspective.

H6: The number of administrative staffnumber of the participating company leads to a significant difference regarding to the supports provided by IKA.

ANOVA

Table 13 The test results of H6 hypotheisis.

		df	Mean Square	F	Sig.
The support we received had positive financial effects.	Between Groups	3	.271	.192	.901
	Within Groups	22	1.411		
	Total	25			
The support we received had positive effects on institutionalization and our project culture.	Between Groups	3	.400	.243	.865
	Within Groups	22	1.645		
	Total	25			
The support we received had a positive impact on our sales.	Between Groups	3	.977	.510	.680
	Within Groups	22	1.917		
	Total	25			
The fact that our financial structure (equity) was effective in getting support..	Between Groups	3	.054	.031	.993
	Within Groups	22	1.764		
	Total	25			
The training and experience level of	Between Groups	3	.218	.138	.936

our project staff has been effective in getting the support.	Within Groups	22	1.586		
	Total	25			
Outputs and added value of the project (logic) have been effective in our support.	Between Groups	3	.265	.198	.897
	Within Groups	22	1.343		
	Total	25			
The project writing rules and the appropriateness of expression were effective in the support we received.	Between Groups	3	.304	.161	.922
	Within Groups	22	1.889		
	Total	25			
I think I have received full project payments.	Between Groups	3	1.490	.660	.585
	Within Groups	22	2.258		
	Total	25			
I think I have received project payments on time	Between Groups	3	.352	.209	.889
	Within Groups	22	1.681		
	Total	25			
I think I have seen the contributions of the Agency staff during the project process.	Between Groups	3	.284	.152	.927
	Within Groups	22	1.865		
	Total	25			
During the project process, I did not have any problems in complying with the legislation and legal requirements.	Between Groups	3	.424	.199	.896
	Within Groups	22	2.131		
	Total	25			

The H6 hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, the number of administrative staff number of the participating company didn't lead to a significant difference regarding to the supports provided by IKA.

H7: The number of university graduate staff number working in administrative position of the participating company leads to a significant difference regarding to IKA perspective.

ANOVA

Table 14 The test results of H7 hypotheisis.

		df	Mean Square	F	Sig.
Agencies develop firms in terms of enterprise and new projects.	Between Groups	3	1.334	.775	.520
	Within Groups	22	1.722		
	Total	25			
Agencies help to eliminate the regional economic development differences.	Between Groups	3	.263	.154	.926
	Within Groups	22	1.712		
	Total	25			
I recommend the agencies to other firms.	Between Groups	3	.768	.487	.695
	Within Groups	22	1.575		
	Total	25			
Agencies play an important role in regional and national economic development.	Between Groups	3	1.472	.960	.429
	Within Groups	22	1.533		
	Total	25			

The support provided by the agencies fully covers the problem of financing of firms in new projects.	Between Groups	3	.536	.396	.757
	Within Groups	22	1.353		
	Total	25			
Agencies treat all firms equally.	Between Groups	3	2.238	1.382	.275
	Within Groups	22	1.620		
	Total	25			
I believe that agencies can fully introduce themselves to the market.	Between Groups	3	1.491	1.041	.394
	Within Groups	22	1.433		
	Total	25			
Agency supports are suitable for our business in terms of maturity structure.	Between Groups	3	.644	.422	.739
	Within Groups	22	1.528		
	Total	25			
I think that private firms have more advantages than public bodies in project evaluations.	Between Groups	3	.690	.768	.524
	Within Groups	22	.899		
	Total	25			
Agency employees are interested and helpful to firms.	Between Groups	3	3.144	2.122	.126
	Within Groups	22	1.482		
	Total	25			
Agencies should take into account the situation of regions and firms during the project	Between Groups	3	1.880	1.196	.335
	Within Groups	21	1.571		

evaluation process..	Groups				
	Total	24			
Agencies should give more support to newly established enterprises than to active ones.	Between Groups	3	1.671	1.083	.377
	Within Groups	22	1.543		
	Total	25			
The legislation of the Development Agencies is specific and clear.	Between Groups	3	2.382	1.785	.179
	Within Groups	22	1.334		
	Total	25			
I find the information, announcement activities and web pages of the agencies sufficient.	Between Groups	3	2.486	1.977	.147
	Within Groups	22	1.257		
	Total	25			
I think that the project evaluation stages are simple, understandable and transparent.	Between Groups	3	1.238	.835	.489
	Within Groups	22	1.483		
	Total	25			
I think the formal correspondence and procedures are short and easy.	Between Groups	3	1.728	.978	.421
	Within Groups	22	1.766		
	Total	25			
I think that the project evaluation and support process is sufficient.	Between Groups	3	.986	.600	.622
	Within Groups	22	1.644		
	Total	25			

The H7 hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, the number of university graduate staff number working in administrative position of the participating company didn't lead to a significant difference regarding to IKA perspective.

H8: The number of university graduates working in administrative positions of the participating company leads to significant differences regarding to the supports provided by IKA.

ANOVA

Table 15 The test results of H8 hypothesis.

		df	Mean Square	F	Sig.
The support we received had positive financial effects.	Between Groups	3	.479	.347	.792
	Within Groups	22	1.382		
	Total	25			
The support we received had positive effects on institutionalization and our project culture.	Between Groups	3	.676	.421	.740
	Within Groups	22	1.607		
	Total	25			
The support we received had a positive impact on our sales.	Between Groups	3	1.394	.749	.535
	Within Groups	22	1.861		
	Total	25			
The fact that our financial structure (equity) was effective in getting support..	Between Groups	3	1.509	.964	.427
	Within Groups	22	1.565		
	Total	25			

The training and experience level of our project staff has been effective in getting the support.	Between Groups	3	1.035	.702	.561
	Within Groups	22	1.474		
	Total	25			
Outputs and added value of the project (logic) have been effective in our support.	Between Groups	3	2.238	2.084	.132
	Within Groups	22	1.074		
	Total	25			
The project writing rules and the appropriateness of expression were effective in the support we received.	Between Groups	3	.360	.191	.901
	Within Groups	22	1.881		
	Total	25			
I think I have received full project payments.	Between Groups	3	2.683	1.280	.306
	Within Groups	22	2.096		
	Total	25			
I think I have received project payments on time	Between Groups	3	1.302	.839	.487
	Within Groups	22	1.551		
	Total	25			
I think I have seen the contributions of the Agency staff during the project process.	Between Groups	3	3.549	2.500	.086
	Within Groups	22	1.420		
	Total	25			
During the project process, I did not have any problems in	Between Groups	3	2.139	1.127	.360

complying with the legislation and legal requirements.	Within Groups	22	1.897		
	Total	25			

The H8 hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, the number of university graduates working in administrative positions of the participating company didn't lead to a significant difference regarding to the supports provided by IKA.

H9: The period (working years in sector) in which the participating company operates leads to a significant difference regarding to IKA perspective.

ANOVA

Table 16 The test results of H9 hypothesis.

		df	Mean Square	F	Sig.
Agencies develop firms in terms of enterprise and new projects.	Between Groups	1	.251	.145	.707
	Within Groups	24	1.735		
	Total	25			
Agencies help to eliminate the regional economic development differences.	Between Groups	1	1.078	.692	.414
	Within Groups	24	1.558		
	Total	25			
I recommend the agencies to other firms.	Between Groups	1	.328	.215	.647
	Within Groups	24	1.526		
	Total	25			
Agencies play an important role in regional and national economic development.	Between Groups	1	1.154	.748	.396
	Within Groups	24	1.542		
	Total	25			
The support provided by the agencies fully covers the	Between Groups	1	.185	.142	.710
	Within Groups				

problem of financing of firms in new projects.	Within Groups	24	1.300		
	Total	25			
Agencies treat all firms equally.	Between Groups	1	.513	.294	.593
	Within Groups	24	1.743		
	Total	25			
I believe that agencies can fully introduce themselves to the market.	Between Groups	1	.000	.000	1.000
	Within Groups	24	1.500		
	Total	25			
Agency supports are suitable for our business in terms of maturity structure.	Between Groups	1	1.005	.699	.412
	Within Groups	24	1.439		
	Total	25			
I think that private firms have more advantages than public bodies in project evaluations.	Between Groups	1	.513	.577	.455
	Within Groups	24	.889		
	Total	25			
Agency employees are interested and helpful to firms.	Between Groups	1	.288	.166	.687
	Within Groups	24	1.740		
	Total	25			
Agencies should take into account the situation of regions and firms during the project evaluation process..	Between Groups	1	.114	.068	.797
	Within Groups	23	1.675		
	Total	24			
Agencies should give more support to newly established enterprises than to active ones.	Between Groups	1	1.662	1.069	.311
	Within Groups	24	1.554		
	Total	25			
The legislation of the Development Agencies is	Between Groups	1	.867	.584	.452

specific and clear.	Within Groups	24	1.485		
	Total	25			
I find the information, announcement activities and web pages of the agencies sufficient.	Between Groups	1	2.482	1.825	.189
	Within Groups	24	1.360		
	Total	25			
I think that the project evaluation stages are simple, understandable and transparent.	Between Groups	1	.463	.310	.583
	Within Groups	24	1.495		
	Total	25			
I think the formal correspondence and procedures are short and easy.	Between Groups	1	1.755	.996	.328
	Within Groups	24	1.762		
	Total	25			
I think that the project evaluation and support process is sufficient.	Between Groups	1	2.482	1.626	.214
	Within Groups	24	1.526		
	Total	25			

The H9 hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, the period (working years in sector) in which the participating company operates didn't lead to a significant difference regarding to IKA perspective.

H10: The period in which the participating company operates results in a significant difference regarding to the supports provided by IKA.

ANOVA

Table 17 The test results of H10 hypothesis.

		df	Mean Square	F	Sig.
The support we received had positive financial effects.	Between Groups	1	2.596	2.130	.157
	Within Groups	24	1.219		

	Total	25			
The support we received had positive effects on institutionalization and our project culture.	Between Groups	1	3.335	2.350	.138
	Within Groups	24	1.419		
	Total	25			
The support we received had a positive impact on our sales.	Between Groups	1	.565	.305	.586
	Within Groups	24	1.856		
	Total	25			
The fact that our financial structure (equity) was effective in getting support..	Between Groups	1	1.078	.683	.417
	Within Groups	24	1.578		
	Total	25			
The training and experience level of our project staff has been effective in getting the support.	Between Groups	1	1.755	1.247	.275
	Within Groups	24	1.408		
	Total	25			
Outputs and added value of the project (logic) have been effective in our support.	Between Groups	1	1.396	1.157	.293
	Within Groups	24	1.206		
	Total	25			
The project writing rules and the appropriateness of expression were effective in the support we received.	Between Groups	1	3.078	1.876	.183
	Within Groups	24	1.641		
	Total	25			
I think I have received full project payments.	Between Groups	1	2.371	1.099	.305
	Within Groups	24	2.158		
	Total	25			

I think I have received project payments on time	Between Groups	1	2.155	1.441	.242
	Within Groups	24	1.495		
	Total	25			
I think I have seen the contributions of the Agency staff during the project process.	Between Groups	1	.935	.548	.466
	Within Groups	24	1.706		
	Total	25			
During the project process, I did not have any problems in complying with the legislation and legal requirements.	Between Groups	1	4.021	2.186	.152
	Within Groups	24	1.839		
	Total	25			

The H10 hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, the period in which the participating company operates didn't lead to a significant difference regarding to the supports provided by IKA.

H11: The participatory firm's asset size in the last year leads to a significant difference regarding to IKA perspective.

ANOVA

Table 18 The test results of H11 hypothesis.

		df	Mean Square	F	Sig.
Agencies develop firms in terms of enterprise and new projects.	Between Groups	3	3.384	2.346	.101
	Within Groups	22	1.442		
	Total	25			
Agencies help to eliminate the regional economic development differences.	Between Groups	3	3.132	2.370	.098
	Within Groups	22	1.321		

	Total	25			
I recommend the agencies to other firms.	Between Groups	3	4.409	4.087	.019**
	Within Groups	22	1.079		
	Total	25			
Agencies play an important role in regional and national economic development.	Between Groups	3	3.440	2.719	.069
	Within Groups	22	1.265		
	Total	25			
The support provided by the agencies fully covers the problem of financing of firms in new projects.	Between Groups	3	1.717	1.440	.258
	Within Groups	22	1.192		
	Total	25			
Agencies treat all firms equally.	Between Groups	3	1.971	1.190	.336
	Within Groups	22	1.656		
	Total	25			
I believe that agencies can fully introduce themselves to the market.	Between Groups	3	1.644	1.165	.346
	Within Groups	22	1.412		
	Total	25			
Agency supports are suitable for our business in terms of maturity structure.	Between Groups	3	2.479	1.941	.152
	Within Groups	22	1.277		
	Total	25			

I think that private firms have more advantages than public bodies in project evaluations.	Between Groups	3	.260	.271	.845
	Within Groups	22	.958		
	Total	25			
Agency employees are interested and helpful to firms.	Between Groups	3	4.379	3.334	.038**
	Within Groups	22	1.314		
	Total	25			
Agencies should take into account the situation of regions and firms during the project evaluation process..	Between Groups	3	5.324	4.933	.010*
	Within Groups	21	1.079		
	Total	24			
Agencies should give more support to newly established enterprises than to active ones.	Between Groups	3	2.509	1.756	.185
	Within Groups	22	1.429		
	Total	25			
The legislation of the Development Agencies is specific and clear.	Between Groups	3	1.978	1.423	.263
	Within Groups	22	1.389		
	Total	25			
I find the information, announcement activities and web pages of the agencies sufficient.	Between Groups	3	.961	.656	.588
	Within Groups	22	1.465		
	Total	25			
I think that the project evaluation stages are simple,	Between Groups	3	.749	.483	.697

understandable and transparent.	Within Groups	22	1.550		
	Total	25			
I think the formal correspondence and procedures are short and easy.	Between Groups	3	2.324	1.379	.275
	Within Groups	22	1.685		
	Total	25			
I think that the project evaluation and support process is sufficient.	Between Groups	3	2.427	1.678	.201
	Within Groups	22	1.447		
	Total	25			

** There is a significant difference between the variables at the level of 5%.

* There is a significant difference between the variables at the level of 1%.

When we check sig values above they are mostly bigger than %5. Only in 3 scales among 17 scales shows significantly difference (sig<0.05). For this reason, H11 hypothesis is partially rejected.

H12: The participatory firm's asset size in the last year leads to a significant difference regarding to the supports provided by IKA.

ANOVA

Table 19 The test results of H12 hypothesis.

		df	Mean Square	F	Sig.
The support we received had positive financial effects.	Between Groups	3	4.360	5.111	.008*
	Within Groups	22	.853		
	Total	25			
The support we received had positive effects on	Between Groups	3	4.550	4.218	.017**

institutionalization and our project culture.	Within Groups	22	1.079		
	Total	25			
The support we received had a positive impact on our sales.	Between Groups	3	3.983	2.642	.075
	Within Groups	22	1.508		
	Total	25			
The fact that our financial structure (equity) was effective in getting support..	Between Groups	3	4.509	3.901	.022**
	Within Groups	22	1.156		
	Total	25			
The training and experience level of our project staff has been effective in getting the support.	Between Groups	3	4.424	4.371	.015
	Within Groups	22	1.012		
	Total	25			
Outputs and added value of the project (logic) have been effective in our support.	Between Groups	3	3.582	4.021	.020**
	Within Groups	22	.891		
	Total	25			
The project writing rules and the appropriateness of expression were effective in the support we received.	Between Groups	3	3.932	2.821	.063
	Within Groups	22	1.394		
	Total	25			
I think I have received full project payments.	Between Groups	3	3.740	1.917	.156
	Within Groups	22	1.952		

	Total	25			
Proje ödemelerini zamanında aldığımı düşünüyorum	Between Groups	3	4.379	3.869	.023**
	Within Groups	22	1.132		
	Total	25			
I think I have seen the contributions of the Agency staff during the project process.	Between Groups	3	3.795	2.737	.068
	Within Groups	22	1.386		
	Total	25			
During the project process, I did not have any problems in complying with the legislation and legal requirements.	Between Groups	3	5.351	3.668	.028**
	Within Groups	22	1.459		
	Total	25			

** There is a significant difference between the variables at the level of 5%.

* There is a significant difference between the variables at the level of 1%.

When we check sig values above they are mostly bigger than %5 (sig<0.05). In total 11 scales 7 of them shows significantly difference. For this reason, H12 hypothesis is partially accepted.

H13: The ratio of the average equity in the capital(resource structure) of the participating firm over the last 3 years results in a significant difference regarding to IKA perspective.

ANOVA

Table 20 The test results of H13 hypothesis.

		df	Mean Square	F	Sig.
Agencies develop firms in terms of enterprise and new projects.	Between Groups	3	1.989	1.219	.326
	Within Groups	22	1.633		
	Total	25			
Agencies help to eliminate	Between Groups	3	1.340	.856	.478

the regional economic development differences.	Within Groups	22	1.565		
	Total	25			
I recommend the agencies to other firms.	Between Groups	3	1.555	1.059	.387
	Within Groups	22	1.468		
	Total	25			
Agencies play an important role in regional and national economic development.	Between Groups	3	.654	.398	.756
	Within Groups	22	1.645		
	Total	25			
The support provided by the agencies fully covers the problem of financing of firms in new projects.	Between Groups	3	2.370	2.148	.123
	Within Groups	22	1.103		
	Total	25			
Agencies treat all firms equally.	Between Groups	3	2.004	1.214	.328
	Within Groups	22	1.652		
	Total	25			
I believe that agencies can fully introduce themselves to the market.	Between Groups	3	.302	.189	.903
	Within Groups	22	1.595		
	Total	25			
Agency supports are suitable for our business in terms of maturity structure.	Between Groups	3	2.338	1.803	.176
	Within Groups	22	1.297		
	Total	25			
I think that private firms have more advantages than public bodies in project evaluations.	Between Groups	3	1.488	1.884	.162
	Within Groups	22	.790		
	Total	25			
Agency employees are interested and helpful to firms.	Between Groups	3	1.533	.901	.457
	Within Groups	22	1.702		
	Total	25			
Agencies should take into account the situation of regions and firms during the project evaluation process..	Between Groups	3	.783	.453	.718
	Within Groups	21	1.728		
	Total	24			

Agencies should give more support to newly established enterprises than to active ones.	Between Groups	3	2.622	1.855	.167
	Within Groups	22	1.413		
	Total	25			
The legislation of the Development Agencies is specific and clear.	Between Groups	3	3.361	2.799	.064
	Within Groups	22	1.201		
	Total	25			
I find the information, announcement activities and web pages of the agencies sufficient.	Between Groups	3	1.134	.786	.514
	Within Groups	22	1.442		
	Total	25			
I think that the project evaluation stages are simple, understandable and transparent.	Between Groups	3	2.385	1.798	.177
	Within Groups	22	1.327		
	Total	25			
I think the formal correspondence and procedures are short and easy.	Between Groups	3	3.088	1.954	.150
	Within Groups	22	1.581		
	Total	25			
I think that the project evaluation and support process is sufficient.	Between Groups	3	3.558	2.753	.067
	Within Groups	22	1.293		
	Total	25			

The H13 hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, the ratio of the average equity in the capital (resource structure) of the participating firm over the last 3 years didn't lead to a significant difference regarding to IKA perspective.

H14: The ratio of the average equity in the capital(resource structure) of the participating firm over the last 3 years leads to a significant difference regarding to the supports provided by IKA.

ANOVA

Table 21 The test results of H14 hypotheisis.

		df	Mean Square	F	Sig.
The support we received had positive financial effects.	Between Groups	3	1.334	1.054	.389
	Within Groups	22	1.266		
	Total	25			
The support we received had positive effects on institutionalization and our project culture.	Between Groups	3	2.680	2.009	.142
	Within Groups	22	1.334		
	Total	25			
The support we received had a positive impact on our sales.	Between Groups	3	2.114	1.199	.333
	Within Groups	22	1.762		
	Total	25			
The fact that our financial structure (equity) was effective in getting support..	Between Groups	3	2.971	2.176	.120
	Within Groups	22	1.366		
	Total	25			
The training and experience level of our project staff has been effective in getting the support.	Between Groups	3	.783	.519	.674
	Within Groups	22	1.509		
	Total	25			
Outputs and added value of the project (logic) have been effective in our support.	Between Groups	3	1.469	1.245	.317
	Within Groups	22	1.179		

	Total	25			
The project writing rules and the appropriateness of expression were effective in the support we received.	Between Groups	3	4.110	3.001	.052
	Within Groups	22	1.370		
	Total	25			
I think I have received full project payments.	Between Groups	3	4.547	2.469	.089
	Within Groups	22	1.841		
	Total	25			
I think I have received project payments on time	Between Groups	3	3.092	2.365	.099
	Within Groups	22	1.307		
	Total	25			
I think I have seen the contributions of the Agency staff during the project process.	Between Groups	3	2.565	1.650	.207
	Within Groups	22	1.554		
	Total	25			
During the project process, I did not have any problems in complying with the legislation and legal requirements.	Between Groups	3	3.940	2.386	.097
	Within Groups	22	1.652		
	Total	25			

The H14 hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, The ratio of the average equity in the capital(resource structure) of the participating firm over the last 3 years didn't lead to a significant difference regarding to the supports provided by IKA.

H15: the average increase in sales of the participating company over the last 3 years results in a significant difference regarding to IKA perspective.

ANOVA

Table 22 The test results of H15 hypotheisis.

		df	Mean Square	F	Sig.
Agencies develop firms in terms of enterprise and new projects.	Between Groups	4	1.046	.583	.679
	Within Groups	21	1.795		
	Total	25			
Agencies help to eliminate the regional economic development differences.	Between Groups	4	.801	.477	.752
	Within Groups	21	1.679		
	Total	25			
I recommend the agencies to other firms.	Between Groups	4	1.163	.756	.566
	Within Groups	21	1.539		
	Total	25			
Agencies play an important role in regional and national economic development.	Between Groups	4	2.358	1.724	.182
	Within Groups	21	1.368		
	Total	25			
The support provided by the agencies fully covers the problem of financing of firms in new projects.	Between Groups	4	2.124	1.949	.140
	Within Groups	21	1.090		
	Total	25			
Agencies treat all firms equally.	Between Groups	4	2.273	1.435	.257
	Within Groups	21	1.584		

	Total	25			
I believe that agencies can fully introduce themselves to the market.	Between Groups	4	1.644	1.174	.351
	Within Groups	21	1.401		
	Total	25			
Agency supports are suitable for our business in terms of maturity structure.	Between Groups	4	1.282	.885	.490
	Within Groups	21	1.448		
	Total	25			
I think that private firms have more advantages than public bodies in project evaluations.	Between Groups	4	.614	.665	.623
	Within Groups	21	.923		
	Total	25			
Agency employees are interested and helpful to firms.	Between Groups	4	1.599	.942	.459
	Within Groups	21	1.697		
	Total	25			
Agencies should take into account the situation of regions and firms during the project evaluation process..	Between Groups	4	1.085	.633	.645
	Within Groups	20	1.715		
	Total	24			
Agencies should give more support to newly established enterprises than to active ones.	Between Groups	4	1.218	.750	.569
	Within Groups	21	1.623		
	Total	25			

The legislation of the Development Agencies is specific and clear.	Between Groups	4	1.578	1.098	.384
	Within Groups	21	1.438		
	Total	25			
I find the information, announcement activities and web pages of the agencies sufficient.	Between Groups	4	1.779	1.334	.290
	Within Groups	21	1.333		
	Total	25			
I think that the project evaluation stages are simple, understandable and transparent.	Between Groups	4	1.142	.755	.566
	Within Groups	21	1.513		
	Total	25			
I think the formal correspondence and procedures are short and easy.	Between Groups	4	3.140	2.095	.118
	Within Groups	21	1.499		
	Total	25			
I think that the project evaluation and support process is sufficient.	Between Groups	4	1.154	.702	.599
	Within Groups	21	1.643		
	Total	25			

H15 hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, the average increase in sales of the participating company over the last 3 years didn't lead to a significant difference regarding to IKA perspective.

H16: The average increase in sales of the participating company over the last 3 years results in a significant difference regarding to the supports provided by IKA.

ANOVA

Table 23 The test results of H16 hypothesis.

		df	Mean Square	F	Sig.
The support we received had positive financial effects.	Between Groups	4	1.537	1.256	.319
	Within Groups	21	1.224		
	Total	25			
The support we received had positive effects on institutionalization and our project culture.	Between Groups	4	2.243	1.658	.197
	Within Groups	21	1.353		
	Total	25			
The support we received had a positive impact on our sales.	Between Groups	4	2.743	1.687	.191
	Within Groups	21	1.626		
	Total	25			
The fact that our financial structure (equity) was effective in getting support..	Between Groups	4	1.393	.876	.495
	Within Groups	21	1.590		
	Total	25			
The training and experience level of our project staff has been effective in getting the support.	Between Groups	4	2.574	2.141	.111
	Within Groups	21	1.202		
	Total	25			
Outputs and added value of the project (logic) have been effective in our support.	Between Groups	4	2.398	2.426	.080
	Within	21	.988		

	Groups				
	Total	25			
The project writing rules and the appropriateness of expression were effective in the support we received.	Between Groups	4	1.179	.656	.629
	Within Groups	21	1.797		
	Total	25			
I think I have received full project payments.	Between Groups	4	1.658	.733	.580
	Within Groups	21	2.263		
	Total	25			
I think I have received project payments on time	Between Groups	4	.365	.210	.930
	Within Groups	21	1.742		
	Total	25			
I think I have seen the contributions of the Agency staff during the project process.	Between Groups	4	1.824	1.107	.379
	Within Groups	21	1.647		
	Total	25			
During the project process, I did not have any problems in complying with the legislation and legal requirements.	Between Groups	4	1.816	.933	.464
	Within Groups	21	1.947		
	Total	25			

H16 hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, the average increase in sales of the participating company over the last 3 years didn't lead to a significant difference regarding to the supports provided by IKA.

H17: Whether or not the participating company receives Consultancy Services on writing more projects leads to a significant difference regarding to IKA perspective.

Independent Samples Test

Table 24 The test results of H17 hypothesis.

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2- tailed)
Agencies develop firms in terms of enterprise and new projects.	Equal variances assumed	.004	.952	.479	24	.637
	Equal variances not assumed			.472	10.459	.647
Agencies help to eliminate the regional economic development differences.	Equal variances assumed	.103	.751	-1.160-	24	.258
	Equal variances not assumed			-1.207-	11.639	.251
I recommend the agencies to other firms.	Equal variances assumed	.031	.862	.820	24	.420
	Equal variances not assumed			.870	12.097	.401
Agencies play an important role in regional and national economic development.	Equal variances assumed	.092	.764	-.108-	24	.915
	Equal variances not assumed			-.107-	10.629	.917
The support provided by the agencies fully covers the problem of financing of	Equal variances assumed	5.023	.035	.418	24	.680
	Equal variances not assumed			.504	16.381	.621

firms in new projects.						
Agencies treat all firms equally.	Equal variances assumed	.044	.835	.659	24	.516
	Equal variances not assumed			.693	11.868	.502
I believe that agencies can fully introduce themselves to the market.	Equal variances assumed	2.604	.120	.730	24	.472
	Equal variances not assumed			.841	14.601	.414
Agency supports are suitable for our business in terms of maturity structure.	Equal variances assumed	.483	.494	-.056-	24	.956
	Equal variances not assumed			-.059-	12.007	.954
I think that private firms have more advantages than public bodies in project evaluations.	Equal variances assumed	.545	.467	-.250-	24	.805
	Equal variances not assumed			-.274-	13.047	.788
Agency employees are interested and helpful to firms.	Equal variances assumed	.006	.937	.116	24	.909
	Equal variances not assumed			.122	11.944	.905
Agencies should take into account the situation of regions and firms during the project evaluation process..	Equal variances assumed	.108	.746	.400	23	.693
	Equal variances not assumed			.437	13.289	.669

Agencies should give more support to newly established enterprises than to active ones.	Equal variances assumed	.585	.452	.254	24	.802
	Equal variances not assumed			.282	13.383	.782
The legislation of the Development Agencies is specific and clear.	Equal variances assumed	4.759	.039	.912	24	.371
	Equal variances not assumed			1.211	20.867	.239
I find the information, announcement activities and web pages of the agencies sufficient.	Equal variances assumed	1.452	.240	.783	24	.441
	Equal variances not assumed			.883	13.874	.392
I think that the project evaluation stages are simple, understandable and transparent.	Equal variances assumed	.003	.959	-.712-	24	.483
	Equal variances not assumed			-.713-	10.779	.491
I think the formal correspondence and procedures are short and easy.	Equal variances assumed	1.557	.224	-.441-	24	.663
	Equal variances not assumed			-.523-	15.710	.608
I think that the project evaluation and support process is sufficient.	Equal variances assumed	2.819	.106	.741	24	.466
	Equal variances not assumed			.860	14.894	.403

H17 hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, whether or not the participating company receives Consultancy

Services on writing projects didn't lead to a significant difference regarding to IKA perspective.

H18: Whether or not the participating company receives consulting services on project writing results regarding to the supports provided by IKA.

Independent Samples Test

Table 25 The test results of H18 hypothesis.

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2- tailed)
The support we received had positive financial effects.	Equal variances assumed	1.867	.185	1.414	24	.170
	Equal variances not assumed			1.982	23.105	.059
The support we received had positive effects on institutionalization and our project culture.	Equal variances assumed	5.063	.034	1.118	24	.275
	Equal variances not assumed			1.645	23.998	.113
The support we received had a positive impact on our sales.	Equal variances assumed	2.290	.143	.947	24	.353
	Equal variances not assumed			1.084	14.390	.296
The fact that our financial structure (equity) was effective in getting support..	Equal variances assumed	.591	.450	.442	24	.662
	Equal variances not assumed			.536	16.594	.599
The training and experience level of	Equal variances assumed	4.045	.056	1.179	24	.250

our project staff has been effective in getting the support.	Equal variances not assumed			1.552	20.436	.136
Outputs and added value of the project (logic) have been effective in our support.	Equal variances assumed	5.945	.023	2.127	24	.044
	Equal variances not assumed			3.000	23.292	.006*
The project writing rules and the appropriateness of expression were effective in the support we received.	Equal variances assumed	3.894	.060	1.101	24	.282
	Equal variances not assumed			1.280	14.958	.220
I think I have received full project payments.	Equal variances assumed	8.251	.008	1.783	24	.087
	Equal variances not assumed			2.387	21.218	.026**
I think I have received project payments on time	Equal variances assumed	1.724	.202	1.606	24	.121
	Equal variances not assumed			2.014	18.114	.059
I think I have seen the contributions of the Agency staff during the project process.	Equal variances assumed	.074	.787	.479	24	.637
	Equal variances not assumed			.503	11.849	.624
During the project process, I did not	Equal variances assumed	10.987	.003	1.186	24	.247

have any problems in complying with the legislation and legal requirements.	Equal variances not assumed			1.644	22.713	.114
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** There is a significant difference between the variables at the level of 5%.

* There is a significant difference between the variables at the level of 1%.

When we check sig values above they are mostly bigger than %5. Only 2 scales among 11 scales shows significantly difference (sig<0.05). For this reason, H18 hypothesis is partially rejected.

H19: Whether or not the participating company has received any training in project writing leads to a significant difference regarding to IKA perspective.

Independent Samples Test

Table 26 The test results of H19 hypothesis.

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Agencies develop firms in terms of enterprise and new projects.	Equal variances assumed	.006	.937	.074	24	.941
	Equal variances not assumed			.072	12.427	.944
Agencies help to eliminate the regional economic development differences.	Equal variances assumed	.031	.861	-.441-	24	.663
	Equal variances not assumed			-.413-	11.707	.687
I recommend the agencies to other firms.	Equal variances assumed	.118	.735	-.801-	24	.431
	Equal variances not assumed			-.743-	11.482	.472

Agencies play an important role in regional and national economic development.	Equal variances assumed	.678	.418	- 1.061-	24	.299
	Equal variances not assumed			- 1.024-	12.478	.325
The support provided by the agencies fully covers the problem of financing of firms in new projects.	Equal variances assumed	1.187	.287	- 1.238-	24	.228
	Equal variances not assumed			- 1.286-	14.779	.218
Agencies treat all firms equally.	Equal variances assumed	.180	.675	- 1.464-	24	.156
	Equal variances not assumed			- 1.350-	11.337	.203
I believe that agencies can fully introduce themselves to the market.	Equal variances assumed	.692	.414	- 1.447-	24	.161
	Equal variances not assumed			- 1.433-	13.201	.175
Agency supports are suitable for our business in terms of maturity structure.	Equal variances assumed	.001	.979	- 1.675-	24	.107
	Equal variances not assumed			- 1.517-	10.951	.158
I think that private firms have more advantages than public bodies in project evaluations.	Equal variances assumed	2.477	.129	-.171-	24	.865
	Equal variances not assumed			-.184-	16.062	.856

Agency employees are interested and helpful to firms.	Equal variances assumed	.013	.911	-.496-	24	.624
	Equal variances not assumed			-.476-	12.305	.642
Agencies should take into account the situation of regions and firms during the project evaluation process..	Equal variances assumed	.333	.570	.318	23	.753
	Equal variances not assumed			.316	13.577	.757
Agencies should give more support to newly established enterprises than to active ones.	Equal variances assumed	.065	.801	- 1.651-	24	.112
	Equal variances not assumed			- 1.505-	11.087	.160
The legislation of the Development Agencies is specific and clear.	Equal variances assumed	.092	.764	-.696-	24	.493
	Equal variances not assumed			-.677-	12.675	.511
I find the information, announcement activities and web pages of the agencies sufficient.	Equal variances assumed	5.281	.031	- 1.816-	24	.082
	Equal variances not assumed			- 2.110-	19.632	.048**
I think that the project evaluation stages are simple, understandable and transparent.	Equal variances assumed	4.721	.040	- 1.291-	24	.209
	Equal variances not assumed			- 1.529-	20.553	.141

I think the formal correspondence and procedures are short and easy.	Equal variances assumed	3.873	.061	-.782-	24	.442
	Equal variances not assumed			-.877-	17.943	.392
I think that the project evaluation and support process is sufficient.	Equal variances assumed	.053	.820	-1.708-	24	.100
	Equal variances not assumed			-1.593-	11.596	.138

** There is a significant difference between the variables at the level of 5%.

When we check sig values above they are mostly bigger than %5. Only 1 scale among 17 scales shows significantly difference (sig<0.05). For this reason, H19 hypothesis is partially rejected.

H20: Whether or not the participating company has received any training in project writing leads to a significant difference regarding to the supports provided by IKA.

Independent Samples Test

Table 27 The test results of H20 hypothesis.

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
The support we received had positive financial effects.	Equal variances assumed	.581	.453	-.984-	24	.335
	Equal variances not assumed			-.867-	10.394	.406
The support we received had positive effects on	Equal variances assumed	.063	.804	-1.129-	24	.270

institutionalization and our project culture.	Equal variances not assumed			-1.043-	11.381	.319
The support we received had a positive impact on our sales.	Equal variances assumed	.314	.580	-1.334-	24	.195
	Equal variances not assumed			-1.297-	12.675	.218
The fact that our financial structure (equity) was effective in getting support..	Equal variances assumed	.140	.711	-.103-	24	.919
	Equal variances not assumed			-.096-	11.793	.925
The training and experience level of our project staff has been effective in getting the support.	Equal variances assumed	.440	.513	-.161-	24	.873
	Equal variances not assumed			-.149-	11.381	.884
Outputs and added value of the project (logic) have been effective in our support.	Equal variances assumed	.031	.863	-.145-	24	.886
	Equal variances not assumed			-.141-	12.566	.890
The project writing rules and the appropriateness of expression were effective in the support we	Equal variances assumed	1.305	.264	-1.215-	24	.236
	Equal variances not assumed			-1.206-	13.259	.249

received.						
I think I have received full project payments.	Equal variances assumed	.822	.374	-.884-	24	.385
	Equal variances not assumed			-.906-	14.315	.380
I think I have received project payments on time	Equal variances assumed	.128	.723	-.522-	24	.606
	Equal variances not assumed			-.486-	11.535	.636
I think I have seen the contributions of the Agency staff during the project process.	Equal variances assumed	.275	.605	-.573-	24	.572
	Equal variances not assumed			-.562-	12.934	.584
During the project process, I did not have any problems in complying with the legislation and legal requirements.	Equal variances assumed	.299	.590	-1.964-	24	.061
	Equal variances not assumed			-1.887-	12.352	.083

The H20 hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, Whether or not the participating company has received any training in project writing didn't lead to a significant difference regarding to the supports provided by IKA.

H21: The fact that the participating company is aware of IKA supports leads to a significant difference regarding to IKA perspective.

ANOVA

Table 28 The test results of H21 hypothesis.

		df	Mean Square	F	Sig.
Agencies develop firms in terms of enterprise and new projects.	Between Groups	3	4.239	3.198	.043**
	Within Groups	22	1.326		
	Total	25			
Agencies help to eliminate the regional economic development differences.	Between Groups	3	1.397	.897	.459
	Within Groups	22	1.558		
	Total	25			
I recommend the agencies to other firms.	Between Groups	3	3.175	2.546	.082
	Within Groups	22	1.247		
	Total	25			
Agencies play an important role in regional and national economic development.	Between Groups	3	2.051	1.410	.266
	Within Groups	22	1.455		
	Total	25			
The support provided by the agencies fully covers the problem of financing of firms in new projects.	Between Groups	3	1.816	1.540	.232
	Within Groups	22	1.179		
	Total	25			

Agencies treat all firms equally.	Between Groups	3	2.803	1.817	.174
	Within Groups	22	1.543		
	Total	25			
I believe that agencies can fully introduce themselves to the market.	Between Groups	3	2.354	1.790	.179
	Within Groups	22	1.315		
	Total	25			
Agency supports are suitable for our business in terms of maturity structure.	Between Groups	3	1.429	1.006	.409
	Within Groups	22	1.420		
	Total	25			
I think that private firms have more advantages than public bodies in project evaluations.	Between Groups	3	1.081	1.278	.307
	Within Groups	22	.846		
	Total	25			
Agency employees are interested and helpful to firms.	Between Groups	3	3.735	2.665	.073
	Within Groups	22	1.402		
	Total	25			
Agencies should take into account the situation of regions and firms during the project evaluation process..	Between Groups	3	2.790	1.935	.155
	Within Groups	21	1.441		
	Total	24			

Agencies should give more support to newly established enterprises than to active ones.	Between Groups	3	3.487	2.692	.071
	Within Groups	22	1.295		
	Total	25			
The legislation of the Development Agencies is specific and clear.	Between Groups	3	2.472	1.870	.164
	Within Groups	22	1.322		
	Total	25			
I find the information, announcement activities and web pages of the agencies sufficient.	Between Groups	3	3.511	3.142	.046**
	Within Groups	22	1.117		
	Total	25			
I think that the project evaluation stages are simple, understandable and transparent.	Between Groups	3	2.025	1.472	.250
	Within Groups	22	1.376		
	Total	25			
I think the formal correspondence and procedures are short and easy.	Between Groups	3	1.034	.555	.650
	Within Groups	22	1.861		
	Total	25			
I think that the project evaluation and support process is sufficient.	Between Groups	3	3.511	2.702	.070
	Within Groups	22	1.299		
	Total	25			

** There is a significant difference between the variables at the level of 5%.

When we check sig values above they are mostly bigger than %5. Only 2 scales among 17 scales show significantly difference (sig<0.05). For this reason, H21 hypothesis is partially rejected.

H22: The fact that the participating company is aware of IKA supports leads to a significant difference regarding regarding to the supports provided by IKA.

ANOVA

Table 29 The test results of H22 hypotheisis.

		df	Mean Square	F	Sig.
The support we received had positive financial effects.	Between Groups	3	2.226	1.946	.152
	Within Groups	22	1.144		
	Total	25			
The support we received had positive effects on institutionalization and our project culture.	Between Groups	3	2.489	1.831	.171
	Within Groups	22	1.360		
	Total	25			
The support we received had a positive impact on our sales.	Between Groups	3	3.004	1.830	.171
	Within Groups	22	1.641		
	Total	25			
The fact that our financial structure (equity) was effective in getting support..	Between Groups	3	2.397	1.660	.205
	Within Groups	22	1.444		
	Total	25			
The training and experience level of our project staff has	Between Groups	3	2.534	1.995	.144

been effective in getting the support.	Within Groups	22	1.270		
	Total	25			
Outputs and added value of the project (logic) have been effective in our support.	Between Groups	3	2.525	2.440	.091
	Within Groups	22	1.035		
	Total	25			
The project writing rules and the appropriateness of expression were effective in the support we received.	Between Groups	3	2.064	1.252	.315
	Within Groups	22	1.649		
	Total	25			
I think I have received full project payments.	Between Groups	3	3.072	1.504	.241
	Within Groups	22	2.043		
	Total	25			
I think I have received project payments on time	Between Groups	3	4.034	3.421	.035**
	Within Groups	22	1.179		
	Total	25			
I think I have seen the contributions of the Agency staff during the project process.	Between Groups	3	4.684	3.702	.027**
	Within Groups	22	1.265		
	Total	25			
During the project process, I did not have any problems in complying with the legislation and legal requirements.	Between Groups	3	2.357	1.262	.312
	Within Groups	22	1.867		
	Total	25			

When we check sig values above they are mostly bigger than %5. Only 2 scales among 11 scales show significantly difference (sig<0.05). For this reason, H22 hypothesis is partially rejected.

H23: Whether or not the participating company has applied to any other institution other than IKA before leads to a significant difference regarding to IKA perspective.

Independent Samples Test

Table 30 The test results of H23 hypothesis.

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Agencies develop firms in terms of enterprise and new projects.	Equal variances assumed	1.410	.247	.252	24	.803
	Equal variances not assumed			.249	21.552	.806
Agencies help to eliminate the regional economic development differences.	Equal variances assumed	.024	.879	.480	24	.635
	Equal variances not assumed			.482	23.667	.634
I recommend the agencies to other firms.	Equal variances assumed	.000	.985	-.146-	24	.885
	Equal variances not assumed			-.146-	22.904	.885
Agencies play an important role in regional and national	Equal variances assumed	.005	.944	-.192-	24	.849
	Equal variances not assumed			-.191-	22.855	.850

economic development.						
The support provided by the agencies fully covers the problem of financing of firms in new projects.	Equal variances assumed	.907	.350	-.641-	24	.528
	Equal variances not assumed			-.648-	23.992	.523
Agencies treat all firms equally.	Equal variances assumed	.003	.956	-.320-	24	.752
	Equal variances not assumed			-.320-	23.606	.751
I believe that agencies can fully introduce themselves to the market.	Equal variances assumed	.000	.997	-.983-	24	.335
	Equal variances not assumed			-.981-	23.220	.337
Agency supports are suitable for our business in terms of maturity structure.	Equal variances assumed	1.290	.267	-.099-	24	.922
	Equal variances not assumed			-.101-	23.939	.920
I think that private firms have more advantages than public bodies in project evaluations.	Equal variances assumed	1.757	.197	-1.790-	24	.086
	Equal variances not assumed			-1.759-	21.102	.093
Agency employees are	Equal variances assumed	.014	.908	-.091-	24	.928

interested and helpful to firms.	Equal variances not assumed			-.091-	23.246	.928
Agencies should take into account the situation of regions and firms during the project evaluation process..	Equal variances assumed	.101	.754	.447	23	.659
	Equal variances not assumed			.447	22.898	.659
Agencies should give more support to newly established enterprises than to active ones.	Equal variances assumed	.076	.785	-.477-	24	.637
	Equal variances not assumed			-.477-	23.404	.638
The legislation of the Development Agencies is specific and clear.	Equal variances assumed	1.083	.308	-1.322-	24	.199
	Equal variances not assumed			-1.334-	23.952	.195
I find the information, announcement activities and web pages of the agencies sufficient.	Equal variances assumed	4.647	.041	-.916-	24	.369
	Equal variances not assumed			-.946-	22.558	.354
I think that the project evaluation stages are simple, understandable	Equal variances assumed	.438	.515	-.620-	24	.541
	Equal variances not assumed			-.624-	23.860	.539

and transparent.						
I think the formal correspondence and procedures are short and easy.	Equal variances assumed	1.136	.297	.089	24	.930
	Equal variances not assumed			.091	23.935	.928
I think that the project evaluation and support process is sufficient.	Equal variances assumed	2.514	.126	-.867-	24	.395
	Equal variances not assumed			-.883-	23.846	.386

The H23 hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, whether or not the participating company has applied to any other institution other than IKA before didn't lead to a significant difference regarding to IKA perspective.

H24: Whether or not the participating company has applied to any other institution other than IKA before results in a significant difference to the supports provided by IKA.

Independent Samples Test

Table 31 The test results of H24 hypothesis.

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
The support we received had positive financial effects.	Equal variances assumed	.314	.580	.026	24	.979
	Equal variances not assumed			.026	23.933	.979

The support we received had positive effects on institutionalization and our project culture.	Equal variances assumed	3.705	.066	-.586-	24	.563
	Equal variances not assumed			-.599-	23.671	.555
The support we received had a positive impact on our sales.	Equal variances assumed	2.317	.141	-.646-	24	.525
	Equal variances not assumed			-.654-	24.000	.519
The fact that our financial structure (equity) was effective in getting support..	Equal variances assumed	.165	.689	-.143-	24	.888
	Equal variances not assumed			-.144-	23.901	.887
The training and experience level of our project staff has been effective in getting the support.	Equal variances assumed	2.158	.155	-.884-	24	.385
	Equal variances not assumed			-.897-	23.997	.379
Outputs and added value of the project (logic) have been effective in our support.	Equal variances assumed	2.035	.167	-1.906-	24	.069
	Equal variances not assumed			-1.907-	23.439	.069
The project writing rules and the	Equal variances assumed	4.927	.036	-2.105-	24	.046

appropriateness of expression were effective in the support we received.	Equal variances not assumed			-2.139-	23.957	.043**
I think I have received full project payments.	Equal variances assumed	1.387	.250	-1.247-	24	.224
	Equal variances not assumed			-1.261-	23.982	.220
I think I have received project payments on time	Equal variances assumed	.839	.369	-1.057-	24	.301
	Equal variances not assumed			-1.066-	23.905	.297
I think I have seen the contributions of the Agency staff during the project process.	Equal variances assumed	.003	.954	-.647-	24	.524
	Equal variances not assumed			-.645-	23.081	.525
During the project process, I did not have any problems in complying with the legislation and legal requirements.	Equal variances assumed	8.596	.007	-1.026-	24	.315
	Equal variances not assumed			-1.057-	22.898	.302

** There is a significant difference between the variables at the level of 5%.

When we check sig values above they are mostly bigger than %5. Only 1 scale among 11 scales show significantly difference ($\text{sig} < 0.05$). For this reason, H24 hypothesis is partially rejected.

H25: Whether or not the project of the participating company is supported by another institution other than IKA results in a significant difference regarding to IKA perspective.

Independent Samples Test

Table 32 The test results of H25 hypothesis.

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Agencies develop firms in terms of enterprise and new projects.	Equal variances assumed	1.709	.203	.665	24	.513
	Equal variances not assumed			.646	19.304	.526
Agencies help to eliminate the regional economic development differences.	Equal variances assumed	.019	.892	.338	24	.738
	Equal variances not assumed			.337	21.294	.740
I recommend the agencies to other firms.	Equal variances assumed	.047	.831	.185	24	.855
	Equal variances not assumed			.182	20.586	.857

Agencies play an important role in regional and national economic development.	Equal variances assumed	.028	.869	.242	24	.810
	Equal variances not assumed			.241	21.098	.812
The support provided by the agencies fully covers the problem of financing of firms in new projects.	Equal variances assumed	.813	.376	-.241-	24	.812
	Equal variances not assumed			-.246-	23.251	.808
Agencies treat all firms equally.	Equal variances assumed	.084	.775	-.196-	24	.847
	Equal variances not assumed			-.197-	22.340	.845
I believe that agencies can fully introduce themselves to the market.	Equal variances assumed	.487	.492	.325	24	.748
	Equal variances not assumed			.331	23.027	.744
Agency supports are suitable for our business in terms of maturity structure.	Equal variances assumed	2.241	.147	-.530-	24	.601
	Equal variances not assumed			-.551-	23.846	.587

I think that private firms have more advantages than public bodies in project evaluations.	Equal variances assumed	.696	.412	-.064-	24	.949
	Equal variances not assumed			-.064-	21.932	.949
Agency employees are interested and helpful to firms.	Equal variances assumed	.060	.808	-.035-	24	.973
	Equal variances not assumed			-.035-	21.631	.973
Agencies should take into account the situation of regions and firms during the project evaluation process..	Equal variances assumed	.001	.975	.412	23	.684
	Equal variances not assumed			.408	20.850	.687
Agencies should give more support to newly established enterprises than to active ones.	Equal variances assumed	1.018	.323	-.180-	24	.859
	Equal variances not assumed			-.185-	23.526	.855
The legislation of the Development Agencies is specific and clear.	Equal variances assumed	.760	.392	-.485-	24	.632
	Equal variances not assumed			-.497-	23.275	.624

I find the information, announcement activities and web pages of the agencies sufficient.	Equal variances assumed	4.773	.039	-.675-	24	.506
	Equal variances not assumed			-.731-	23.049	.472
I think that the project evaluation stages are simple, understandable and transparent.	Equal variances assumed	7.682	.011	-1.107-	24	.279
	Equal variances not assumed			-1.205-	22.591	.241
I think the formal correspondence and procedures are short and easy.	Equal variances assumed	1.756	.198	-.260-	24	.797
	Equal variances not assumed			-.268-	23.651	.791
I think that the project evaluation and support process is sufficient.	Equal variances assumed	3.667	.068	-.324-	24	.749
	Equal variances not assumed			-.340-	24.000	.737

H25: hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, whether or not the project of the participating company is supported by another institution other than IKA didn't lead to a significant difference regarding to IKA perspective.

H26: Whether or not the project of the participating company is supported by another institution other than IKA leads to a significant difference to the supports provided by IKA.

Independent Samples Test

Table 33 The test results of H26 hypothesis.

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
The support we received had positive financial effects.	Equal variances assumed	.054	.818	.053	24	.958
	Equal variances not assumed			.053	21.995	.958
The support we received had positive effects on institutionalization and our project culture.	Equal variances assumed	2.369	.137	-.542-	24	.593
	Equal variances not assumed			-.559-	23.624	.582
The support we received had a positive impact on our sales.	Equal variances assumed	1.105	.304	-.572-	24	.573
	Equal variances not assumed			-.579-	22.606	.568
The fact that our financial structure (equity) was effective in	Equal variances assumed	.819	.374	-.132-	24	.896
	Equal			-.134-	23.039	.894

getting support..	variances not assumed					
The training and experience level of our project staff	Equal variances assumed	1.199	.284	-.788-	24	.438
has been effective in getting the support.	Equal variances not assumed			-.800-	22.767	.432
Outputs and added value of the project (logic)	Equal variances assumed	1.415	.246	-1.744-	24	.094
have been effective in our support.	Equal variances not assumed			-1.728-	20.933	.099
The project writing rules and the appropriateness of expression were effective in the support we received.	Equal variances assumed	1.134	.298	-.935-	24	.359
	Equal variances not assumed			-.946-	22.566	.354
I think I have received full project payments.	Equal variances assumed	.041	.842	-.061-	24	.952
	Equal variances not assumed			-.062-	22.616	.951
I think I have received project payments on time	Equal variances assumed	.036	.852	.279	24	.782
	Equal variances not assumed			.278	21.440	.783

	assumed					
I think I have seen the contributions of the Agency staff during the project process.	Equal variances assumed	.574	.456	.058	24	.954
	Equal variances not assumed			.056	19.678	.956
During the project process, I did not have any problems in complying with the legislation and legal requirements.	Equal variances assumed	3.557	.071	-.346-	24	.733
	Equal variances not assumed			-.360-	23.920	.722

H26: hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, whether or not the project of the participating company is supported by another institution other than IKA didn't lead to a significant difference to the supports provided by IKA.

H27: Whether or not the participating company intends to apply for a project to another institution other than IKA results in a significant difference regarding to IKA perspective.

ANOVA

Table 34 The test results of H27 hypothesis.

		df	Mean Square	F	Sig.
Agencies develop firms in terms of enterprise and new projects.	Between Groups	2	1.026	.592	.561
	Within Groups	23	1.732		
	Total	25			

Agencies help to eliminate the regional economic development differences.	Between Groups	2	.364	.222	.803
	Within Groups	23	1.641		
	Total	25			
I recommend the agencies to other firms.	Between Groups	2	2.564	1.853	.179
	Within Groups	23	1.384		
	Total	25			
Agencies play an important role in regional and national economic development.	Between Groups	2	.810	.510	.607
	Within Groups	23	1.588		
	Total	25			
The support provided by the agencies fully covers the problem of financing of firms in new projects.	Between Groups	2	.692	.531	.595
	Within Groups	23	1.304		
	Total	25			
Agencies treat all firms equally.	Between Groups	2	3.756	2.480	.106
	Within Groups	23	1.514		
	Total	25			
I believe that agencies can fully introduce themselves to the market.	Between Groups	2	1.833	1.304	.291
	Within Groups	23	1.406		
	Total	25			
Agency supports are suitable for our business in terms of maturity	Between Groups	2	.903	.615	.549

structure.	Within Groups	23	1.467		
	Total	25			
I think that private firms have more advantages than public bodies in project evaluations.	Between Groups	2	1.923	2.457	.108
	Within Groups	23	.783		
	Total	25			
Agency employees are interested and helpful to firms.	Between Groups	2	3.803	2.540	.101
	Within Groups	23	1.497		
	Total	25			
Agencies should take into account the situation of regions and firms during the project evaluation process..	Between Groups	2	2.670	1.764	.195
	Within Groups	22	1.514		
	Total	24			
Agencies should give more support to newly established enterprises than to active ones.	Between Groups	2	1.231	.776	.472
	Within Groups	23	1.587		
	Total	25			
The legislation of the Development Agencies is specific and clear.	Between Groups	2	2.133	1.522	.239
	Within Groups	23	1.401		
	Total	25			
I find the information, announcement activities and web pages of the agencies sufficient.	Between Groups	2	1.641	1.186	.324
	Within Groups	23	1.384		

	Total	25			
I think that the project evaluation stages are simple, understandable and transparent.	Between Groups	2	1.156	.782	.469
	Within Groups	23	1.480		
	Total	25			
I think the formal correspondence and procedures are short and easy.	Between Groups	2	2.303	1.343	.281
	Within Groups	23	1.714		
	Total	25			
I think that the project evaluation and support process is sufficient.	Between Groups	2	.741	.453	.641
	Within Groups	23	1.636		
	Total	25			

H27: hypothesis has been rejected since for all the values given above is $\text{sig} > 0.05$. Thus, whether or not the participating company intends to apply for a project to another institution other than IKA didn't lead to a significant difference regarding to IKA perspective.

H28: Whether or not the participating company intends to apply for a project to another institution other than IKA leads to a significant difference regarding to the supports provided by IKA.

ANOVA

Table 35 The test results of H28 hypothesis.

		df	Mean Square	F	Sig.
The support we received had positive financial effects.	Between Groups	2	1.356	1.071	.359
	Within Groups	23	1.267		

	Total	25			
The support we received had positive effects on institutionalization and our project culture.	Between Groups	2	1.426	.950	.402
	Within Groups	23	1.501		
	Total	25			
The support we received had a positive impact on our sales.	Between Groups	2	3.241	1.930	.168
	Within Groups	23	1.680		
	Total	25			
The fact that our financial structure (equity) was effective in getting support..	Between Groups	2	.831	.512	.606
	Within Groups	23	1.622		
	Total	25			
The training and experience level of our project staff has been effective in getting the support.	Between Groups	2	4.503	3.903	.035**
	Within Groups	23	1.154		
	Total	25			
Outputs and added value of the project (logic) have been effective in our support.	Between Groups	2	3.856	3.919	.034**
	Within Groups	23	.984		
	Total	25			
The project writing rules and the appropriateness of expression were effective in the support we received.	Between Groups	2	1.531	.894	.423
	Within Groups	23	1.713		
	Total	25			
I think I have received full project payments.	Between Groups	2	.410	.177	.839

	Within Groups	23	2.319		
	Total	25			
I think I have received project payments on time	Between Groups	2	2.003	1.353	.278
	Within Groups	23	1.480		
	Total	25			
I think I have seen the contributions of the Agency staff during the project process.	Between Groups	2	2.726	1.721	.201
	Within Groups	23	1.584		
	Total	25			
During the project process, I did not have any problems in complying with the legislation and legal requirements.	Between Groups	2	2.610	1.398	.267
	Within Groups	23	1.867		
	Total	25			

** There is a significant difference between the variables at the level of 5%.

When we check sig values above they are mostly bigger than %5. Only in 2 scales among 11 scales shows significantly difference (sig<0.05). For this reason, H28 hypothesis is partially rejected.

5.7.3. Hypothesis Accept/ Reject Situations

Table 36 Hypothesis Accept/ Reject Situations

Hypothesis No	Hypothesis	Situation
1	The level of education of the participant leads to a significant difference regarding to IKA perspective.	REJECTED
2	The level of education of the participant leads to a significant difference regarding to the supports provided by IKA.	REJECTED

3	The total number of employees of the participating company leads to a significant difference regarding to IKA perspective.	REJECTED
4	The total number of employees of the participating company leads to a significant difference regarding to the supports provided by IKA.	REJECTED
5	The number of administrative staff of the participating company leads to a significant difference regarding to IKA perspective.	REJECTED
6	The number of administrative staff number of the participating company leads to a significant difference regarding to the supports provided by IKA.	REJECTED
7	The number of university graduate staff number working in administrative position of the participating company leads to a significant difference regarding to IKA perspective.	REJECTED
8	The number of university graduates working in administrative positions of the participating company leads to significant differences regarding to the supports provided by IKA.	REJECTED
9	The period (working years in sector) in which the participating company operates leads to a significant difference regarding to IKA perspective.	REJECTED
10	The period in which the participating company operates leads to a significant difference regarding to the supports provided by IKA.	REJECTED
11	The participatory firm's asset size in the last year leads to a significant difference regarding to IKA perspective.	PARTIALLY REJECTED
12	The participatory firm's asset size in the last year leads to a significant difference regarding to the supports provided by IKA.	PARTIALLY ACCEPTED

13	The ratio of the average equity in the capital(resource structure) of the participating firm over the last 3 years results in a significant difference regarding to IKA perspective.	REJECTED
14	The ratio of the average equity in the capital(resource structure) of the participating firm over the last 3 years leads to a significant difference regarding to the supports provided by IKA.	REJECTED
15	H15: the average increase in sales of the participating company over the last 3 years leads to a significant difference regarding to IKA perspective.	REJECTED
16	The average increase in sales of the participating company over the last 3 years leads to a significant difference regarding to the supports provided by IKA.	REJECTED
17	Whether or not the participating company receives Consultancy Services on writing projects leads to a significant difference regarding to IKA perspective.	REJECTED
18	Whether or not the participating company receives consulting services on project writing results regarding to the supports provided by IKA.	PARTIALLY REJECTED
19	Whether or not the participating company has received any training in project writing leads to a significant difference regarding to IKA perspective.	PARTIALLY REJECTED
20	Whether or not the participating company has received any training in project writing leads to a significant difference regarding to the supports provided by IKA.	REJECTED
21	The fact that the participating company is aware of IKA supports leads to a significant difference regarding to IKA perspective.	PARTIALLY REJECTED
22	The fact that the participating company is aware of IKA supports leads to a significant difference	PARTIALLY REJECTED

	regarding to the supports provided by IKA.	
23	The fact that the participating company has not applied to any institution other than IKA before results in a significant difference regarding to IKA perspective.	REJECTED
24	The fact that the participating company has not previously applied for projects to any institution other than IKA leads to a significant difference to the supports provided by IKA.	PARTIALLY REJECTED
25	H25: whether or not the project of the participating company is supported by another institution other than IKA results in a significant difference regarding to IKA perspective.	REJECTED
26	Whether or not the project of the participating company is supported by another institution other than IKA leads to a significant difference to the supports provided by IKA.	REJECTED
27	H27: whether or not the participating company intends to apply for a project to another institution other than IKA results in a significant difference regarding to IKA perspective.	REJECTED
28	Whether or not the participating company intends to apply for a project to another institution other than IKA leads to a significant difference to the supports provided by IKA.	PARTIALLY REJECTED

When we look at hypotheses in general, we found that the rejected hypothesis numbers were 20, those were partially rejected 7, and partially accepted were 1.

When we check the hypotheses between 1-2-3-4-5-6-7-8-9-10-13-14-15-16-17-27 numbers, these hypotheses have been rejected since $Sig > 0.05$ for all scales.

According to the results of the analysis, it was observed that the training levels of the company owners or managers' survey showed that there is no significant

difference which directed to IKA or the support that given by IKA. In the same way, it was observed that the number of employees of the companies, administrative personnel, university graduates who are working in the administrative position, the period in which they have been operating, the average equity sources within the resource structure of their capital over the last 3 years did not cause any significant difference in the perspective of IKA or the support of IKA. This generally shows that companies in agency support are not discriminated against based on education, financial structure, growth potential, and Grant calls which are presented by agencies from an objective perspective. It is also possible to comment that the small size of the companies in the agency supports is not a hindrance to make project applications and to be successful in project evaluations. In other words, it shows that the agency supports firms are as an accessible resource which every firm can get. In addition, it was revealed that whether firms received consultancy services on project writing did not result in significant differences in the point of view of IKA. Furthermore, the fact that the participating company did not consider applying for projects to any other institution other than IKA did not make any significant difference to the perspective of IKA. In other words, companies do not consider the project experience with IKA when applying for projects to other institutions. The fact that the participating companies had previously considered applying for projects to any other institution other than IKA is also seen in the results from the analyses data that did not result in significant differences in the IKA perspective.

When we look at the hypotheses 11, 18, 19, 21, 22, 24 and 28, significant differences were found in some values. So these hypotheses have been partially rejected.

In our hypothesis No. 11, the last year asset size of the participating company causes a significant difference in the point of view of IKA. The view of the companies which are being active in the last 5 years towards to IKA; Recommendation of the agencies to the other SMEs, the employees of the agencies are seen that they differ significantly in their relation and assistance to firms and also in the way that agencies consider the situation of Regions and firms in the project evaluation process. But we have partially rejected this hypothesis because our 17 scales differ significantly in the 3 we count above. As can be seen from this hypothesis, satisfaction with the agency increased as the active size of the firms

developed, but the need to consider the status of the regions and firms were revealed in the project evaluations.

In our hypothesis No. 18, whether the participating company is receiving Consultancy Services on more project writing, the project (logic) output and added value in terms of IKA's support, and in the terms of the full receipt of the project payments cause significant difference. So we have partially rejected this hypothesis because it differs significantly on 2 of 11 scales. As can be understood from this hypothesis, the logic and value of the project are high when it takes consulting service on the project writing and carrying out projects activities are fulfilled and payments are taken fully on time.

In our hypothesis No. 19, whether the participating company received any training in project writing or not, there were significant differences in the view of IKA, Information, Announcement activities and web pages are found sufficient. So we have partially rejected this hypothesis because it differs significantly on 1 of 17 scales. It can be understood from this hypothesis that, any training in project writing enables agencies to benefit from Information, Announcement activities and websites with sufficient information. The point of view of the companies which have received education is effective in obtaining yield from corporations.

In our hypothesis No. 21, the state of being aware of the support of IKA's, the participating company showed significant differences in the IKA perspective, only for agencies that develop businesses in terms of initiatives and new projects, and for agencies to find information, announcement activities and web pages are sufficient. So we have partially rejected this hypothesis because only 2 of the 17 scales differ significantly. It can be seen from this hypothesis, the companies that are following to IKA applied for the project and it was seen that the agencies developed the firms in terms of the project and they also benefited more from the information activities.

In our hypothesis No. 22, we found significant differences in the participant company's awareness support of the IKA, in the project process, in seeing the contributions of agency personnel and not experiencing difficulties in complying with the legislation and legal requirements in the project process. So we have partially rejected this hypothesis because only 2 of the 11 scales differ significantly. As it can be seen from this hypothesis, companies that follow IKA and companies which are aware of the support have seen more contributions of agency's personnel and

understood the procedures and principles of the project and easily adapted to the legislation and legal requirements in the project implementation.

In our hypothesis No. 24, whether the participating company had previously applied for a project to any corporation other than IKA, there was a significant difference in the support received only in terms of project writing rules and expression (expression) eligibility in terms of support given by IKA. So we have partially rejected this hypothesis because only 1 in 11 scales differ meaningfully. As can be understood from this hypothesis, if the companies applied for the project and have received support from other corporations before, the project is considered a successful project. In this way, companies can start a new project with IKA.

In our hypothesis No. 28, whether the participating company is considering applying for a project to another institution other than IKA or not, there was a significant difference in the point of view of IKA's support and significant differences were observed in terms of the good level of training and experience of the project staff of the companies and the high output and added value of the project (logic). So we have partially rejected this hypothesis as only 2 of the 11 scales differ significantly. As it can be understood from this hypothesis, the companies that prepared successful projects considering to apply for projects to another corporation other than IKA. Project culture has been formed and they will be able to sign on to larger projects in the future.

Finally, in our hypothesis No. 12, we found that the size of active assets in the last year of the participating firms differ significantly from that of the majority ($\text{sig} < 0.05$) to the support given by IKA. That is why we have accepted this hypothesis. It can be seen from this hypothesis; the active size of the firms has led to significant changes in development of agency's support. They have made maximum use of project support by making more effective project management.

SECTION SIX

6.CONCLUSION AND RECOMMENDATIONS

In general, the plans prepared by the state in Turkey were being implemented locally. However, when we look at the situation of the development agencies, it is no longer the case that the needs of the region, province and district are examined locally, evaluated and submitted by the agencies to their ministries for approval and after the approval, we started to see that the local development plans are formed. In fact, using the dynamics of the local plans began to form, we can say. Development agencies publish financial support programs in the region for public institutions, non-governmental organizations, universities as well as SMEs to develop capacity, to have Project culture, to be able to do projects that are financially delayed. In this study, survey studies were applied to companies receiving support from IKA in 2014-2015-2016 from IKA. The survey study was conducted primarily as a sample application to 10 companies and the survey study was continued because the analysis results of the survey were reliable. At the end of the study, after the survey questions were uploaded to the system, the reliability test (Reability test) of the survey questions was first applied as a method and the answers given by 26 companies to the surveys were 97.90% reliable. This suggests that the results are quite reliable in terms of the Social Sciences. In addition, in order to determine whether there are significant differences between demographic & descriptive questions and descriptive questions, Independent Sample Test, i.e. independent sample test, questions with more than two dependent variables for the analysis of variance (ANOVA test) was applied.

As a result, the support provided by IKA to companies in 2014-2015 to 2016 has had positive effects in terms of making project applications, managing and therefore having Project culture. We found that this type of support did not continue in 2017-2018 and began to continue in 2019. Development agencies should continue to pave the way for SME's in terms of projects. Since there are no significant differences in many hypotheses regarding IKA and IKA's support, the Ipekyolu development agency should be able to contact the companies that have applied for and made the project more tightly, seeing the companies as opportunities for development in the local area. Supporting SME's in a positive way will contribute

positively to the development of the city economy, reducing unemployment, increasing employment opportunities and increasing the volume of production. Agency support needs to continue rapidly to address regional and global needs by keeping pace with emerging technology.

After this study some researches, evaluations can be made with all project appliers other than SMEs like municipalities, universities, civil society organizations whoever carried out projects with IKA and other RDAs. KOSGEB grants have a great effect in Gaziantep also so effects of KOSGEB grants can be searched also by academicians. IKA may open grant calls for this kind of independent evaluations through academicians.

In Future studies agencies effects on market, agencies effect on Research and Development, agencies effect to public through the projects made for public (social centers, museums, sport activity centers, vocational trainings and etc.) can be researched for the satisfaction of IKA and development of the province.

Lastly, as RDAs are under Republic of Turkey, Ministry of Industry and Technology our study will be a good base to show what has been done in Gaziantep, what are the point of views from beneficiary's sides, what are the the outcomes? As this ministry service area is Industry and Technology there will be good support titles like Research and Development, Technology transfer and etc. As a conclusion policy makers will use this kind of valuable field analysis and outcomes.

SECTION SEVEN

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ANNEX 1. QUESTIONNAIRE**GAZIANTEP ÜNİVERSİTESİ****Questionnaire ID:**

Dear Business Owner / Manager,

The information obtained from this survey includes: An Analysis on the Support Agencies Provided

by Development Agencies to Firms; Gaziantep Sample ”. As the data obtained will be evaluated collectively,

the name and information of any person or organization will not be included in the results of the study.

We would like to thank you in advance for your support.

FIRST PART

Please select the appropriate option (X) for the following questions.

INFORMATION ABOUT THE PARTICIPANT AND THE COMPANY
--

<p>1. Education level</p> <p><input type="checkbox"/> Primary education</p> <p><input type="checkbox"/> High school</p> <p><input type="checkbox"/> Associate Degree</p> <p><input type="checkbox"/> License</p> <p><input type="checkbox"/> Master</p> <p><input type="checkbox"/> Doctorate(phd)</p>	<p>5. Duration (age) of the Company:</p> <p><input type="checkbox"/> 1-5 years <input type="checkbox"/> 5 – 10 years <input type="checkbox"/> 10 years and more</p>
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<p>2. Total number of employees</p> <p><input type="checkbox"/> 1-10 <input type="checkbox"/> 10-20 <input type="checkbox"/> 20-50</p> <p><input type="checkbox"/> 50-100 <input type="checkbox"/> 100-250 <input type="checkbox"/> 250 and above</p>	<p>6. The size of your company's assets (assets) during last year (TL)</p> <p><input type="checkbox"/> 100.000-500.000 <input type="checkbox"/> 500.000-1.000.000 <input type="checkbox"/> 1.000.000- 5.000.000 <input type="checkbox"/> *) 5.000.000 and up</p>
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<p>3. Total number of administrative staff</p> <p><input type="checkbox"/> 1-5 <input type="checkbox"/> 5-10 <input type="checkbox"/> 10-20 <input type="checkbox"/> 20 and above</p>	<p>7. Ratio of average equity in your resource structure over the last 3 years</p> <p><input type="checkbox"/> %1-10 <input type="checkbox"/> %10-25 <input type="checkbox"/> %25-50</p> <p><input type="checkbox"/> %51-100</p>
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<p>4. Number of university graduated staff working in administrative position</p> <p><input type="checkbox"/> 1-5 <input type="checkbox"/> 5-10 <input type="checkbox"/> 10-20 <input type="checkbox"/> 20 and above</p>	<p>8. Average growth rate of your sales in the last 3 years</p> <p><input type="checkbox"/> %1 ve alti <input type="checkbox"/> %1-25 <input type="checkbox"/> %26-50 <input type="checkbox"/> %51-100 <input type="checkbox"/> %101 and above</p>
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SECOND PART

Please select the appropriate option (X) for the following questions.

IPEKYOLU DEVELOPMENT AGENCY (IKA) SUPPORT

9. Did you receive consultancy on project writing?

Yes, I got it. No, I didn't

10. Have you received any training in project writing?

Yes No

11. How did you become aware of IKA supports.

From consulting firm Social media and internet

From the advice of friends From written and visual media

12. Have you applied to any institution other than IKA before ?

Yes No

13. Has your project been supported by an organization other than IKA?

Yes No

14. Do you plan to apply to a project other than IKA ?

Yes No Undecided

THIRD PART

Please mark your level of participation in the following statements about Development Agencies as 1-Strongly Disagree, 2-Disagree, 3-No Idea, 4-Agree, 5-Strongly Agree, one of the options (X) that is appropriate for you.

		Strongly Disagree (1)	Disagree (2)	No Idea (3)	Agree (4)	Strongly Agree (5)
15	Agencies develop firms in terms of enterprise and new projects.	1	2	3	4	5
16	Agencies help to eliminate the regional economic development differences.	1	2	3	4	5
17	I recommend the agencies to other firms.	1	2	3	4	5
18	Agencies play an important role in regional and national economic development.	1	2	3	4	5
19	The support provided by the agencies fully covers the problem of financing of firms in new projects.	1	2	3	4	5
20	Agencies treat all firms equally.	1	2	3	4	5
21	I believe that agencies can fully introduce themselves to the market.	1	2	3	4	5
22	Agency supports are suitable for our business in terms of maturity structure.	1	2	3	4	5
23	I think that private firms have more advantages than public bodies in project evaluations.	1	2	3	4	5

24	Agency employees are interested and helpful to firms.	1	2	3	4	5
25	Agencies should take into account the situation of regions and firms during the project evaluation process.	1	2	3	4	5
26	Agencies should give more support to newly established enterprises than to active ones.	1	2	3	4	5
27	The legislation of the Development Agencies is specific and clear.	1	2	3	4	5
28	I find the information, announcement activities and web pages of the agencies sufficient.	1	2	3	4	5
29	I think that the project evaluation stages are simple, understandable and transparent.	1	2	3	4	5
30	I think the formal correspondence and procedures are short and easy.	1	2	3	4	5
31	I think that the project evaluation and support process is sufficient.	1	2	3	4	5

FOURTH PART

If you got the support from IKA. Please mark your level of participation in the following statements about Development Agencies as 1-Strongly

Disagree, 2-Disagree, 3-No Idea, 4-Agree, 5-Strongly Agree, one of the options (X) that is appropriate for you.

		Strongly Disagree (1)	Disagree (2)	No Idea (3)	Agree (4)	Strongly Agree (5)
32	The support we received had positive financial effects.	1	2	3	4	5
33	The support we received had positive effects on institutionalization and our project culture.	1	2	3	4	5
34	The support we received had a positive impact on our sales.	1	2	3	4	5
35	The fact that our financial structure (equity) was effective in getting support.	1	2	3	4	5
36	The training and experience level of our project staff has been effective in getting the support.	1	2	3	4	5
37	Outputs and added value of the project (logic) have been effective in our support.	1	2	3	4	5
38	The project writing rules and the appropriateness of	1	2	3	4	5

	expression were effective in the support we received.					
39	I think I have received full project payments.	1	2	3	4	5
40	I think I received the payments related with project on time.	1	2	3	4	5
41	I think I have seen the contributions of the Agency staff during the project process.	1	2	3	4	5
42	During the project process, I did not have any problems in complying with the legislation and legal requirements.	1	2	3	4	5

Our survey is over. Thank you for participating...

VITAE

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ÖZGEÇMİŞ

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