

REPUBLIC OF TURKEY
ADANA ALPARSLAN TÜRKEŞ SCIENCE AND TECHNOLOGY UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF MANAGEMENT INFORMATION SYSTEMS
MANAGEMENT AND ORGANIZATION PROGRAM

**MECHANISMS FOR MANAGING INSTITUTIONAL PLURALISM: A RESEARCH
STUDY IN TURKEY ELECTRICAL ENERGY SECTOR**

Çağatay ÖZPINAR

MASTER'S THESIS

ADANA / 2020

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This study (prepared by Çağatay ÖZPINAR “*Mechanisms for Managing Institutional Pluralism: A Research Study in Turkey Electrical Energy Sector*”) has been accepted by the thesis committee as a master’s thesis in the Department of Management Information Systems.

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Çağatay ÖZPINAR

ABSTRACT

MECHANISMS FOR MANAGING INSTITUTIONAL PLURALISM: A RESEARCH STUDY IN TURKEY ELECTRICAL ENERGY SECTOR

Çağatay ÖZPINAR

Master's Thesis, Department of Management and Information Systems

Supervisor: Assistant Professor Doctor Mustafa ÖZSEVEN

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This study was carried out to reveal what kinds of mechanisms are used in the management of multiple institutional logics which have developed in the field after 2001 in Turkey electrical energy sector. In this study, especially, it was shown that how the environmental, public and market institutional logics are managed. In this study, where qualitative research methods were used, an answer to the research question was sought with the data collected from 2 companies in the Cukurova Region. Accordingly, face-to-face interviews and document examinations were conducted while collecting data. By analyzing the data, it has been determined that the organizations under the influence of multiple institutional logics use grafting (Purdy & Gray, 2009), hybridization (Battilana & Lee, 2014), and bridging (Smets et al., 2015) mechanisms.

Keywords: *Institutional Theory, Institutional Pluralism, Institutional Logics, Management Mechanisms for Institutional Pluralism, Turkey Electrical Energy Sector*

ÖZET

KURUMSAL ÇOĞULCULUĞUN YÖNETİMİ İÇİN MEKANİZMALAR: TÜRKİYE ELEKTRİK ENERJİSİ SEKTÖRÜNDE BİR ARAŞTIRMA

Çağatay ÖZPINAR

Yüksek Lisans Tezi, Yönetim Bilişim Sistemleri Ana Bilim Dalı

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Bu çalışma, Türk elektrik enerjisi sektöründe 2001 sonrası alanda gelişen çoklu kurumsal mantıkların yönetiminde ne tür mekanizmaların kullanıldığını ortaya koyabilmek için yapılmıştır. Bu çalışmada Türkiye elektrik enerjisi sektöründe geliştiği görülen çevreci, kamu ve piyasacı kurumsal mantıkların hangi mekanizmalarla yönetildiği gösterilmiştir. Nitel araştırma yöntemlerinin kullanıldığı bu çalışmada Çukurova Bölgesinde yerleşik 2 firmadan toplanan verilerle araştırma sorusuna yanıt aranmıştır. Bu doğrultuda veriler toplanırken yüz yüze görüşmeler ve doküman incelemeleri yapılmıştır. Verilerin analiz edilmesiyle çoklu kurumsal mantıkların etkisi altındaki örgütlerin aşılama (grafting) (Purdy & Gray, 2009), melezleşme (hybridization) (Battilana & Lee, 2014), ve köprüleme (bridging) (Smets et al., 2015) mekanizmalarının kullanıldığı tespit edilmiştir. Özetle, belirli bir alanda kurumsal çoğulculuğa maruz kalan örgütlerin, bu karmaşayı yönetebilmek için farklı seviyelerde farklı mekanizmaları kullanabildikleri gösterilmiştir.

Anahtar kelimeler: *Kurumsal Teori, Kurumsal Çoğulculuk, Kurumsal Mantıklar, Kurumsal Çoğulculuk için Yönetim Mekanizmaları, Türkiye Elektrik Enerjisi Sektörü*

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Çağatay ÖZPINAR

July, 2020

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ABBREVIATIONS

- APC** : Anatolia Purification Company (in Turkish it means Anadolu Tasfiyehane A.Ş. – ATAŞ)
- CEE** : The Chamber of Electrical Engineers (in Turkish it means Elektrik Mühendisleri Odası- EMO)
- EEl** : Energy Exchange Istanbul (in Turkish it means Enerji Piyasaları İşletme A.Ş. EPIAŞ)
- EGC** : Electricity Generation Company (in Turkish it means Elektrik Üretim A.Ş.- EUAŞ)
- EMR** : Energy Market Regulatory (in Turkish it means Enerji Piyasası Düzenleme Kurumu - EPDK)
- EWSA** : Electrical Works Survey Administration (in Turkish it means Elektrik İşleri Etüt İdaresi- EİEİ)
- GDMRE** : General Directorate of Mineral Research and Exploration (in Turkish it means Maden Tetkik ve Arama Genel Müdürlüğü - MTA)
- ISO** : International Standards Organization
- RES** : Renewable Energy Sources (in Turkish it means Yenilenebilir Enerji Kaynakları - YEK)
- SHW** : State Hydraulic Works (in Turkish it means Devlet Su işleri - DSİ)
- SMRES** : (Supporting Mechanisms for Renewable Energy Sources) (in Turkish it means Yenilenebilir Enerji Kaynakları Destekleme Mekanizması (YEKDEM)
- TETC** : Turkish Electricity Transmission Corporation (in Turkish it means Türkiye Elektrik İletim A.Ş. - TEİAŞ)
- TEDC** : Turkish Electricity Distribution Corporation (in Turkish it means Türkiye Elektrik Dağıtım A.Ş.- TEDAŞ)
- TEC** : Turkish Electricity Corporation (in Turkish it means Türk Elektrik Kurumu - TEK)
- TETCC** : Turkey Electricity Trading and Contracting Company (in Turkish it means Türkiye Elektrik Ticaret ve Taahhüt A.Ş.- TETAŞ)
- TPC** : Turkey Petroleum Corporation (in Turkish it means Türkiye Petrolleri A.Ş. - TPA)
- TPPM** : Turkey Pulp and Paper Mills Inc. (in Turkish it means Türkiye Selüloz ve Kağıt Fabrikaları A.Ş. – SEKA)

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CHAPTER I

INTRODUCTION

From the mid-1970s, in the institutional theory, studies were performed to aim that how organizational practices were shaped within a certain structure (Meyer & Rowan, 1977; Zucker, 1977). And also it was emphasized in these studies that organizational processes developed in a cage (DiMaggio & Powell, 1983). Within this structure, it has been observed that the new field of institutional theory, which advocates the homogenization of processes at organization and individual level, has found its place in the studies of organizational theories (DiMaggio & Powell, 1983; Leblebici, Salancik, Copay, & King, 1991; Tushman & Anderson, 1986; Selznick, 1996). In particular, DiMaggio and Powell (1983) argued that this homogenization would emerge through coercive, imitating and normative mechanisms. Here, the pressures arising from organizations at the societal level and claiming that the organization should act according to their wishes can be classified under the coercive mechanism (DiMaggio & Powell, 1983, Meyer, Scott, & Deal, 1983). While learning how to operate in a given organizational area from other organizations and doing the similar can be called as initiating mechanism (DiMaggio & Powell, 1983; Rowan & Miskel, 1999; Selznick, 1996), normative mechanisms advocate the shaping of the process according to certain rules (DiMaggio & Powell, 1983).

With the establishment of the Republic of Turkey, it was observed that the investments made to meet the energy needs of the country under the leadership of Etibank evolved from the statist approach to the market approach with increasing neo-liberal policies since the 1980s (Tutuş, 2006, p. 318). Especially the privatizations made since the beginning of 2000s led to market logic finding more place in the electrical energy sector (Tutuş, 2006, p. 318). In addition, the development of an understanding of the protection of the developing environment in the same years is another pressure factor that causes organizations to review their practices in electricity generation (Koç & Şenel, 2013; Koç & Kaya, 2015). Finally, the scarcity of natural resources and the establishment of sustainable energy production can be seen as another factor that organizations should take into the consideration while shaping their activities (Koç & Şenel, 2013; Koç & Kaya, 2015). In this respect, it can be said that organizations are subject to pressures within the framework of statist, market, environmentalist and sustainability issues. At this point the organization in Turkey's electricity sector is important to investigate how they shape their activities despite these institutional pressures. Performing an empirical research to

reveal the connection between the organizational practices and institutional pluralism in the Turkey electrical sector would be interesting.

1.1. The Importance of the Study

It has been tried to be explained what kind of mechanisms are applied in order to manage the institutional pressures that emerged with the change in a certain organizational area (Durand & Jourdan, 2012; Kraatz & Block, 2008; Jay, 2013; Oliver, 1991; Pache & Santos, 2013). In these studies, it appears that organizations either comply with or reject the demands arising from pluralist pressures (Oliver, 1991). However, the level of this adaptation also relates to the level of adaptation of demands from pluralist pressures to the organizational level (Battilana & Dorado, 2010; Marquis & Lounsbury, 2007; Pache & Santos, 2013). At this level of adaptation, the organization can reflect a purely institutional demand to the organizational level, or it can hybridize pluralist demands in a new form (Battilana & Dorado, 2010; Pache & Santos, 2013). In spite of these pressures, responses may be manifested in a specific organizational symbol, norm, and value (Pache & Santos, 2013), and may also manifest in strategic practices that may affect all other operations of the organization (Jarzabkowski, Le, & Van de Ven, 2013). Regardless of this type of adaptation, the new institutional theory argues that it will occur in a uniform manner and that a similarity will arise between organizations (DiMaggio & Powell, 1983). However, it is realized that more research studies should be performed in order to reveal that how organizations manage the institutional pluralism through their practices.

1.2. The Aim of the Study

Can responses generated under institutional pluralism create a differentiation between organizations? In this study, it is aimed to clarify this problem. The changes have paved way for revising the electric production process for the organizations in the Turkey electrical sector. In particular, it can be said that environmental, public and market concerns create institutional pressures on these organizations (Battilana & Dorado, 2010; Child, Lu & Tsai 2007; Dacin, Goodstein & Scott, 2002; Greenwood & Suddaby, 2006; Hoffman, 1999; Kraatz & Block, 2008; Jay, 2013; Purdy & Gray, 2009; Smets et al., 2015; York et al., 2016). At this point, it is important to investigate what kind of mechanisms these enterprises use despite these institutional pressures (Battilana & Dorado, 2010; Child, Lu & Tsai 2007; Dacin, Goodstein & Scott, 2002; Greenwood & Suddaby, 2006; Hoffman, 1999; Kraatz & Block, 2008; Jay, 2013; Purdy & Gray, 2009; Smets et al., 2015; York et al., 2016). Besides that this study aims to reveal that which

types of factors are effective on the organizations and how institutional pluralism emerged in the Turkey electrical energy sector (Kraatz & Block, 2008, p. 3; Moratis, 2016, p. 418-419). The main concern of the research is what kind of mechanisms are used to manage institutional pluralism at the organizational level (Battilana & Dorado, 2010; Child, Lu & Tsai 2007; Dacin, Goodstein & Scott, 2002; Greenwood & Suddaby, 2006; Hoffman, 1999; Kraatz & Block, 2008; Jay, 2013; Purdy & Gray, 2009; Smets et al., 2015). Accordingly, the documents and interview notes will help to unlock the mechanisms that are used by the organizations in the Turkey electrical energy sector.

1.3. Limitations and Scope of the Study

During the performance of this study some limitations were aroused. In this study, it has been determined that hybridization, grafting and bridging mechanisms are used together for the management of multiple institutional logics developing in the field after 2001 in the Turkey electrical energy sector. In this study, the mechanisms in the management of multiple institutional logics are shown. However, it has not been determined how the organizational identities might effect on these mechanisms (Battilana & Dorado, 2010; Jay, 2013). Another point that could not be determined in this study is whether there is a relationship between using different mechanisms in different application. In other words, it was not possible to reveal what kind of relationship there was between the grafting (Purdy & Gray, 2009), bridging (Smets et al., 2015), and hybridization mechanisms. Since this study as a master thesis study, the time constraint had negative impact on the overcoming for above mentioned limitations. At this point, this study gives a chance to make comparison of mechanisms in the management of institutional pluralisms in Turkey electrical energy sector within other sectors.

In this study, which consists of six chapters, the theoretical framework is followed by the introduction chapter. Following the second section where the theoretical framework, the general information about the Turkey electrical energy sector was given in the third chapter. Then, the related information about the methodology of the study takes part in Chapter 4. In the fifth part of the study, the research findings of the study are reported. In the last chapter, the general conclusion of the research study and recommendations for the future studies are given.

CHAPTER II

THEORETICAL FRAMEWORK

In this chapter where the theoretical structure is told, the comprehensive information is given about the new institutional theory. Especially, isomorphism, coercive, normative and imitative mechanisms are discussed in this chapter in a broad theoretical perspective. Then, institutional logics are told in three levels such as societal, meso and micro. Besides that the institutional change that developed in the field through the transformation or development of the institutional logics (Thornton, Ocasio, & Lounsbury, 2012) is discussed. Then, institutional pluralism, paradox theory, organizational identity, organizational structure, and practice are told. Lastly, mechanisms that were used in the management of the institutional pluralism is discussed by reviewing the literature.

2.1. New Institutional Theory

The new institutional theory was emerged in the midst of the 1970s (DiMaggio & Powell, 1983; Meyer & Rowan, 1977; Zucker, 1987). The new institutional theory is part of a paradigm emerging in the social sciences (Nee, 1998, p. 8). The interest in the new institutional theory, developments in interdisciplinary research, is directed to understand and explain institutions (Nee, 1998, p. 8).

Institutionalization involves the processes of social processes, imperatives, or facts to take a dominant position in social thought and action (Meyer & Rowan, 1977). According to Zucker (1977, p. 726; 1987), institutionalization is the emergence of the shared beliefs, values and norms to guide the practices in any field. The persistence of environmental constraints, the relatedness of institutions, and connections of organizations between themselves bring similarity between the institutions (DiMaggio & Powell, 1983; Meyer & Rowan, 1977; Zucker, 1987). According to Meyer and Rowan (1977, p. 345) institutionalization does not occur only in rational structures. Because shared value systems must also be taken into the consideration (Meyer & Rowan, 1977). However, the authors also emphasized the belief system (Meyer & Rowan, 1977). The belief system determines the ideologies or principles of organizations. (Meyer & Rowan, 1977).

The new institutional theory focuses on a diverse and differentiated organizational world and wants to explain the diversity between organizations and their behavior (DiMaggio & Powell, 1983). According to DiMaggio and Powell (1983), organizations try to emulate

successful and legitimate organizations in order to overcome uncertainties and prefer to resemble them. DiMaggio and Powell (1983) stated that the most important goal of organizations is to gain legitimacy, while the concept of rationality is critical in the context of institutional theory.

According to Zucker (1977), the new institutional theory reveals a rich and complex view of organizations. External sources and/or factors aroused from the institutions might be the normative pressures for the organizations (Zucker, 1977, p. 728; 1987). In these conditions, organizations might imitate the other organizations and/or institutional mechanisms (DiMaggio & Powell, 1983; Zucker, 1977, p. 728). These mechanisms could be structures, actions, roles that bring the legitimacy to the organizations (DiMaggio & Powell, 1983; Zucker, 1977, p. 728-729). This condition creates stability for institutions and so new institutional structures find place in the organizational fields (Meyer & Rowan, 1977; Thornton, 2002; Zucker, 1977, p. 728-729; Zucker, 1987). During the process of institutionalization, the institutional elements might emerge from the processes, all formal elements might not be equally institutionalized, and new structure could create well conditions for the organizations to be successful (Meyer & Rowan, 1977; Zucker, 1977, p. 728-729; Zucker, 1987).

These arguments led to the need to consider the relationship between the institution, the organization and the individual, and Friedland and Alford (1991) added the concept of institutional logic to the new institutional theory. Friedland and Alford (1991, p. 248-249) stated that institutional societies have been influenced by factors such as state, religion, family, norms and capitalism in western societies, and these central institutions have also formed symbolic systems and material practices.

2.1.1. Isomorphism

Selznick (1996, p. 273) argues that there are no significant differences between the "institution" and the "form of institutionalization". According to Selznick (1996, p. 273), the relationship between these phenomena developed based on the focal point of legitimation, which is a continuous and driving force among organizational actors. Selznick (1996, p. 273) saw legitimacy as a source of inertia as well as an organizational "necessity" that evolves to justify certain forms and practices. This imperative is considered to be dynamic in the new institutional theory by DiMaggio and Powell (1983), which emulates the homogenization of different organizations in order to adapt to the changing environment. In other words, it is

described as isomorphism in which firms emulate a business that is more successful than themselves under uncertainty (DiMaggio & Powell, 1983, p. 150-152). Meyer and Rowan (1977) gave a different explanation to isomorphism. According to Meyer and Rowan (1977), the pairing of organizations with their environment through technical and interdependence reveals isomorphism. In addition, the authors claimed that organizations are interested in their environment within their borders and imitate environmental elements in their organizational structures (Meyer and Rowan, 1977, p. 346). Han (1994, p. 637-638) showed that this imitation dynamics produces isomorphism. In his study, Han (1994) examined 2285 auditor-client pairs and found that the likelihood of imitation in auditor selection ranged systematically between the status dimensions. DiMaggio and Powell (1983) stated that “*in an uncertain environment, in particular, organizations tend to see similar organizations in their field, which they perceive to be more legitimate or successful, as models for themselves*” (Han, 1994; p. 637-638). In summary, since firms attach importance to their legitimacy and appearance, they imitate successful firms and reflect their practices to their own practices (Han, 1994; p. 637-638).

The study of Galaskiewicz and Wasserman (1989) also states that decision-making under conditions of uncertainty is influenced by social processes such as coercive, normative, and mimetic. According to Galaskiewicz and Wasserman (1989, p. 454-455), a sense of identification with organizations that are simply “doing something” or “successful” is important for firms. What the authors really want to emphasize is that the effective decision-making managers of businesses reflect upon the practices that develop in their environment by accepting them without question into decision-making processes (1989, p. 454-455).

According to DiMaggio and Powell, who first described the dynamics that lead to homogenization between organizations, the shift to homogeneity in organizational areas constitutes three mechanisms (1983, p. 150-152):

“These are: (1) compelling isomorphism posed by the question of political influence and legitimacy; (2) mimetic isomorphism resulting from standard responses to reduce uncertainty; and (3) normative isomorphism that emerges as a result of professionalism.”

The circumstances leading to these pressures will be briefly discussed below.

2.1.1.1. Coercive Mechanism

The resemblance in organizations may arise from the adoption of certain norms as a result of pressures exerted by other organizations and society in general (DiMaggio & Powell, 1983). These coercive pressures that can develop against the will of the organizations and the government and the society are defined as the coercive mechanism in DiMaggio and Powell's work (1983).

Coercive pressures may be imposed on some organizations at the social level, even if they are not directly coercive by others; it can be perceived as compelling by organizations that are subject to institutional pressures (Meyer, Scott & Deal, 1983, p. 64). For example, laws regulating higher education and occupational safety laws developed as a result of accidents can be given as an example.

2.1.1.2. Normative Mechanism

Normative pressures emerge as a result of professionalization (DiMaggio & Powell, 1983). DiMaggio and Powell (1983, p. 150-152) describe prescriptive co-structure as the similarity of firms on a compelling base produced by professionals. For example, universities function as information centers that influence the development of professional norms and values for organizations (Greenwood, Suddaby & Hinings, 2002).

2.1.1.3. Imitative Mechanism

Imitative repressions are those that are used to copy or take samples of other organizations' activities, systems, or structures (DiMaggio & Powell, 1983). According to Rowan and Miskel (1999), imitation is the adopting the legitimate practices in society.

Organizing is important to survive in accordance with institutional norms and to reduce differences in their practices (Meyer, Scott & Deal, 1983, p. 64). These effects are expected to emerge over time (Meyer et al., 1983, p. 64). Initially, some organizations implement an application because of the technical or economic requirements of their tasks (Leblebici, Salancik, Copay & King, 1991). After innovation gains legitimacy, others imitate the practice and critically accept its validity and value (Leblebici et al., 1991).

2.2. Institutional Logics

According to Thornton and Ocasio, institutional logic is the institutional structure that enables organizational dynamics such as practice and identity to be shaped according to

common norms, values and symbols in a specific organizational field (1999, p. 804). Accordingly, the structure of material practices, cultural symbols, beliefs, values and rules reproduced in institutional routine practice is expressed as institutional logic by Thornton and Ocasio (1999, p. 804).

According to Friedland and Alford, institutional logic is material practices, assumptions, values, beliefs, and historical patterns reproduced at the social level (1991, p. 248-249). Based on this definition developed by Friedland and Alford (1991), Thornton and Ocasio (1999, p. 804) defined institutional logic as a set of rules, norms and practices that help to regulate time and space and to make sense of action to social realities. According to this definition, institutional logic includes structured practices and rules that establish relations between the individual and cognition (Thornton & Ocasio, 2008, p. 101). Accordingly, organizational basis structures such as efficiency, rationality, participation and values are not independent of any systematic institutional structure (Thornton & Ocasio, 2008, p. 101).

The institutional logic perspective is an important perspective for studying how individual and organizational actors are affected where they create and change the elements of institutional logic (Friedland & Alford, 1991; Thornton, Ocasio & Lounsbury, 2012). Institutional logics give materials to the actors to perform any action and also symbol to submit references in forming their identities (Friedland & Alford, 1991; Glynn, 2000; Glynn, 2008; Thornton & Ocasio, 2008). Each institutional order shows practice and symbols in different ways, these are about the experiences of the facts and rationalities (Friedland & Alford, 1991; Thornton & Ocasio, 2008).

Thornton (2002) examined higher education publishing from 1958 to 1990, testing a theory of how a profession-based industry adopts multi-departmental organization, showing that institutional logics define norms, values and beliefs in organizations to reconfigure their organizational practices (Thornton, 2002).

In summary, when there is change in institutional logic, there is change in organizational practices along with common features in the sector (Thornton, 2002). This leads organizations to react against institutional logic change (Oliver, 1991; Purdy & Gray, 2009).

Moratis (2016) showed that strategic responses to ISO 26000, whether compatible or incompatible, are influenced by institutional pressures, enabling and restricting organizational actions implemented through reference audiences (Moratis, 2016, p. 418).

In Summary, institutional logics can be defined as a set of comprehensive principles that write "how organizational reality is interpreted, what constitutes legitimate behavior" (Friedland & Alford 1991; Moratis, 2016, p. 418; Thornton et al., 2012). In this perspective,

institutional logic reveals the totality of rules in which organizations operate by interpreting their contexts and states social reality (Moratis, 2016, p. 418). Organizations also develop parallel behaviors to the institutional logics to make their actions legitimate according to the institutional structures (Moratis, 2016, p. 418).

2.2.1. The Level of Institutional Logics

Thornton and Ocasio (2008) showed that institutional logic is realized at macro, meso and micro levels. The coming parts of this section contain explanations about the different levels of the institutional logic.

2.2.1.1. Societal Level of Institutional Logics

The institutional logic at the macro level represents the level of institutional logic at the social level (Thornton and Ocasio, 2008; Vargo & Lusch, 2017, p. 45-46). The macro level focuses on a network view with multiple actors interacting with each other (Vargo & Lusch, 2017, p. 45-46). The macro level includes service experiences, collective value creation activities and interactions between dynamic and relevant multiple actors in value creation networks (Vargo & Lusch, 2017, p. 45-46). The institutional logic at the social level is reflected on the organizational level by settling the practices developed by the actors at the organizational level (Jarzabkowski et al., 2013, p. 247-248; Thornton & Ocasio, 2008; Thornton et al., 2012). The statements of the Friedland and Alford (1991) and Thornton et al. (2012, p. 73) for the macro level institutional logics are related to societal level institutional logics. These are market, state, professionalism, religion, family, corporatism, and community (Thornton et al., 2012, p. 73). In the market logics all the rules and practices are shaped according to the market mechanism (Thornton et al., 2012, p. 73). In the state logic bureaucratic structure is heavily seen on the while the practices are structured in the sectors- such as health, education, and electric production (Thornton et al., 2012, p. 73). In the professionalism, structural behaviors, practices, norm and habits are effective on the shaping of the structures in the specific Professional field (Thornton et al., 2012, p. 73). Where the religious beliefs and rules are effective in the religion logic, the family interest are the crucial in the family logic (Thornton et al., 2012, p. 73). If managerial decisions are taken to the consideration when the any making decision activity is performed, it can be said that corporate logic is effective (Thornton et al., 2012, p. 73). At last, if the norms and rules are

effective in the shaping of the any practices, it is can be said that community logic has effectives on the organizations (Thornton et al., 2012, p. 73).

2.2.1.2. Meso Level of Institutional Logics

Meso-level institutional logic raises the level of analysis slightly but does not break with the organization (Thornton & Ocasio, 2008). The organization usually focuses on its relationship with other organizations (Thornton & Ocasio, 2008). Meso refers to the industrial organization, i.e. competitors, suppliers, and those that interact with resources (Thornton & Ocasio, 2008; Pache & Santos, 2010; Marquis & Lounsbury, 2007). According to Vargo and Lusch (2018, p. 46), meso-level corporate logic includes the intermediate industry and the industrial actors who do not interact directly with end consumers but serve them indirectly.

2.2.1.3. Micro Level of Institutional Logics

The micro-level institutional logic, which focuses on the interaction between the firm-customer interactions and the customer-oriented applications, and the interaction between the actor embedded in this structure, shows how the corporate logic developed at the social level is reflected to the lowest level in the organizational field (Thornton & Ocasio, 2008; Vargo & Lusch, 2017).

In their study Marquis and Lounsbury (2007) have addressed the importance of determining what some micro-level processes are. According to the Marquis and Lounsbury (2007, p. 80), in particular the merging of corporate and environmentalist perspectives can be greatly improved by influencing micro-level processes involving entrepreneurs and other actors in detail. Accordingly, opportunities that limit the actions of the actor at the micro level or define the scope of action can be seen more clearly, which help to better can understand how new institutional structures, i.e., institutional changes, develop at the organizational space level (Marquis & Lounsbury, 2007, p. 800).

Lounsbury and Boxenbaum (2013) presented a number of new recommendations on the foundations of logic, processes of institutional logic, organizational complexity, and organizational responses. In their study, Lounsbury and Boxenbaum (2013) emphasized that decision-making and collective cooperation play an important role in demonstrating efforts to change micro-social interaction, existential organizational identities and practices, expanding the micro-foundations for the perspective of institutional logic.

2.2.2. Institutional Change

Institutional change is the transformation of stereotypes, norms, values into new institutional structures with social, political technological dynamics that drive dominance in a given organizational space (Oliver, 1991; Thornton et al., 2012, p. 164-165). Leblebici et al. (1991) state that in order to understand relationship between the organizational dynamics and change of the institutional field, a researcher should regard the cultural and historical elements of the field.

According to Greenwood and Hinings (1993, p. 1052), in order to understand the change of organizational structures, they emphasized that the ideas, beliefs and values of the members of the organization should be systematically revealed. Hoffman (1999, p. 352-353) stated that change can occur suddenly and unexpectedly and thus the members remain in the revolutionary process. In these moments, corporate entrepreneurs can be both strategic and opportunistic by taking advantage of the uncertainty in the institutional order they are trying to change, while they can be influential in its design without building the institutional order (Hoffman, 1999, p. 352-353).

Leblebici and Salancik (1982) in their study on the Chicago Board of Trade, which regulates market transactions, argues that the change process itself is uncertain, and that organizational member need to develop an inter-organizational for change (Leblebici & Salancik, 1982, p. 227-228). The study of Lee and Penings (2002, p. 144) has shown that competitive processes lead to changes in processes that are effective in change at the level of population (Lee & Penings, 2002, p. 144). The results of Sherer and Lee (2002), another example of institutional change, showed that central organizations might have indirect effect on the institutional change (Sherer & Lee, 2002, p. 116). Peripheral organizations might take help from the central firms to make legitimate the innovations (Sherer & Lee, 2002, p. 116).

Tushman and Anderson (1986) focused more on technological change in their work. They have shown that firms are encouraged to change with the advent of new technologies (Tushman & Anderson, 1986, p. 439-440). The authors have argued that the transition of firms to new technology brings about change, and that because “*technological factors shape appropriate organizational forms, fundamental technological change affects the rise and fall of populations in organizational communities*” (Astley, 1985; McKelvey, 1982; Tushman & Anderson, 1986, p. 439-440).

2.2.3. Institutional Pluralism

Institutional pluralism is the situation faced by an institution operating in many institutional areas (Kraatz & Block, 2008, p. 3). The common belief in the new institutional theory is that institutions direct the rules in the organizational fields (Kraatz & Block, 2008, p. 3; Moratis, 2016, p. 418-419). However, if there are multiple institutional logics, these rules might show pluralistic composition (Kraatz & Block, 2008, p. 3; Moratis, 2016, p. 418-419). This pluralistic composition is called as “institutional pluralism” (Kraatz & Block, 2008, p. 3). According to Moratis (2016), organizations might be under the pressures of conflicted demands imposed by pluralistic institutional structures (Friedland & Alford, 1991; Kraatz & Block, 2008). These conditions create the multiple regulatory regimes, which organizations should regard the rules of these regimes to be legitimate (Moratis, 2016, p. 418-419).

According to Kraatz and Block (2008), to gain legitimacy in an organizational field, organizations’ cultural norms and practices should be compatible with the common structure (Kraatz & Block, 2008, p. 4). In addition, if there is seen institutional change towards the merging of institutions, some opportunities for organizational action might be aroused (Kraatz & Block, 2008, p. 4).

The complexity that emerges as to how organizational practices, identities, norms and values are shaped by the dominance of more than one institutional logic in a given organizational field which can confuse with institutional pluralism is defined as institutional complexity (Greenwood et al., 2011; McPherson & Sauder, 2013). Institutional complexity can reveal the need to develop mechanisms that need to be managed at the organizational level.

2.3. Paradox Theory

There are some several definitions of the paradox in the literature (Lewis, 2000, p. 760; Smith & Lewis, 2011, p. 382; Smith & Tracey, 2016, p. 456). The common point of these definitions is that contradictory and competing demands might cause the tensions in any organization when they simultaneously be effective (Lewis, 2000, p. 760; Smith & Lewis, 2011, p. 382; Smith & Tracey, 2016, p. 456). But the critical point is that to state that there is paradoxical relationship between the structures, there should be interconnections between the institutional demands (Smith & Lewis, 2011). The competing demands of institutional logics create paradoxes in organizations (Özseven & Danişman, 2017). Especially, Smith and Lewis stated that there is a dynamic equilibrium model of organizing under the paradoxical

conditions (2011, p. 389). According to this model, the confrontational demands have paved way for the development of paradoxical solutions for the organizational managers (Smith & Lewis, 2011, p. 389). This development causes the acceptance of the paradoxical tensions in the organization (Smith and Lewis, 2011, p. 389). This acceptance is required to management of the complexity with regarding the points of conflicts between the competing institutional logics (Greenwood, Raynard, Kodeih, Micelotta & Lounsbury, 2011; Smith, Gonin & Besharov, 2013; Smith & Tracey, 2016, p. 456). This requirement especially is recognized on the organizational identity formation (Pratt & Foreman, 2000, p. 18), organizational structure (Greenwood & Hinings, 1996; Westphal & Zajac 2001), and designated organizational practices (Marquis & Lounsbury, 2007; Pache & Santos, 2013).

2.4. Organizational Identity

The given answer of who we are? Is defined as organizational identity (Pratt & Foreman, 2000, p. 18). The competing demands of institutional logics cause the identity ambiguity in organizations about how to format the organizational identity under this complexity (Glynn, 2000; Glynn, 2008; Greenwood et al., 2011; Pratt & Foreman, 2000). Organizations can create hybrid organizational identities to manage these paradoxical conditions (Battilana & Dorado, 2010). But this creation is not clear especially to determine the organizational practices that were also affected from the institutional logics and organizational identity (Battilana & Dorado, 2010; Jay, 2013). In some studies, it is stated that organizations can ignore competing demands on the organizational identities to escape from the complexity (Greenwood et al., 2011; Pratt & Foreman, 2000). But, it is seen that this way has some limitations on the organizations to manage the complexity through the organizational identity formation (Battilana & Dorado, 2010; Jay, 2013).

2.5. Organizational Structure

Another dimension that institutional complexity has effects on the organizational dimension is organizational structure (Greenwood & Hinings, 1996; Greenwood et al., 2011; Pache & Santos, 2013; Westphal & Zajac 2001). There are two main types of organizational structure such as ‘mechanistic and organic’ (Burns & Stalker, 1961; Lawrence & Lorsch, 1967). In mechanistic structure each individual has specific task and duty to perform, however individuals has skills, abilities, and knowledges to perform different tasks and duties in joint specialization (Burns & Stalker, 1961; Lawrence & Lorsch, 1967). On the other hand,

standardization is high in mechanistic structure, mutual adjustment is seen in organic structure (Burns & Stalker, 1961; Lawrence & Lorsch, 1967). Researcher identified these specifics to designate the effective organizational structure under different levels of environmental uncertainty (Burns & Stalker, 1961; Lawrence & Lorsch, 1967). But, competing demands of institutional logics (Pache & Santos, 2013) might have effect on the organizational structure formation.

2.6. Organizational Practices

The effects of institutional pluralism also seen over the organizational practices (Kraatz & Block, 2008; Thornton et al., 2012). It is seen that there is a relationship between the organizational practices and organizational cultures (Marquis & Lounsbury, 2007; Pache & Santos, 2013; Thornton et al., 2012). Because organizational culture is core principles and values of the organization as stated by the (Thornton et al., 2012). These core elements might be the institutional change at the organizational level where the institutional change can be aroused institutional field in next level (Thornton et al., 2012). This relatedness between the institutional logics and organizational practices remind that existence of the multiple institutional logics could create ambiguity in the formation of organizational practices (Marquis & Lounsbury, 2007; Pache & Santos, 2013). There are some studies in the literature to show the effects of institutional pluralism on the organizational practices. Especially Pache and Santos (2013) showed the ‘selective coupling’ mechanisms to determine the organizational practices under the pluralism.

This statements show that organizations might use some mechanisms in the management of institutional pluralism in organizational level (Battilana & Dorado, 2010; Glynn, 2000; Jay, 2013; Pache & Santos, 2013). Identification of these mechanisms would be helpful.

2.7. Mechanisms for Managing Institutional Pluralism

When the institutional theory literature is searched, it is easily realized that the heavy focus is over there to understand the mechanisms in the management of institutional pluralism (Battilana & Dorado, 2010; Child, Lu & Tsai 2007; Dacin, Goodstein & Scott, 2002; Greenwood & Suddaby, 2006; Hoffman, 1999; Kraatz & Block, 2008; Jay, 2013; Purdy & Gray, 2009; Smets et al., 2015; York et al., 2016). It is suggested that a given organizational area is not built around common technologies or industries but is formed around issues that become important to the interests and goals of a particular organization community (Child, Lu

& Tsai 2007; Hoffman, 1999). Organizations that form an area interact, negotiate, and influence each other to look for alternative rules, solutions, mechanisms, and practices (Child, Lu & Tsai 2007; Hoffman, 1999). In Jay's (2013) study, the Cambridge Energy Alliance, which develops non-profit and renewable, clean energy producing facilities and technologies that reduce electricity use during periods of heavy demand, eliminates different corporate pressures through cost-effective production techniques. In the study of Dacin et al. (2002, p. 49-50), new mechanisms bring new cultural-cognitive concepts that deform existing forms and provide a basis for new political policies, new legal mechanisms and new normative frameworks. According to Dacin et al. (2002), the resulting changes are generally seen as hybrid structures containing old and new forms together. Hybrid structures develop by integrating different elements of institutional logic under a single structure (Battilana & Dorado, 2010; Battilana & Lee, 2014), allowing both logic elements to be located at the organizational level (Jay, 2013).

In the institutional theory literature, it is seen that there are studies on how to manage institutional pluralism stemming from multiple institutional logics (e.g. Greenwood & Suddaby, 2006; Pratt & Foreman, 2000; Purdy & Gray, 2009; Smets et al., 2015; York et al., 2016). Detailed information about these studies can be seen in Table 1. Purdy and Gray (2009) examined the interaction between strategic responses and institutionalization mechanisms by examining the conditions for institutionalizing multiple applications supported by conflicting logics. At the end of this study, Purdy and Gray identified four different mechanisms as Transformation, Grafting, Bridging and Exit (2009, p. 368). In the 'transformation' mechanism, a new structure is developed which is different from the existing one in order to eliminate the conflicts between the parties and to overcome the conflicts (Purdy & Gray, 2009, p. 368). In the 'grafting' mechanism, the mismatch between institutional structures is eliminated by instilling new building elements into existing structures, in which case a new structure emerges which also contains the elements of the old building but differs from it (Purdy & Gray, 2009, p. 368). In the 'bridging' mechanism, a bridge is established between the parties when three parties are engaged in order to be able to interact between different institutional logics (Purdy & Gray, 2009, p. 368). In the 'exit' mechanism, the organization tries to deal with different institutional logic in the organizational field by leaving the field (Purdy & Gray, 2009, p. 368).

Smets et al. (2015) identified three different mechanisms as 'segmenting, bridging and demarcating' in their ethnographic studies at Lloyd in London. In the 'segmenting mechanism,' actors distinguish between demands from different logics and develop habits

according to this distinction (Smets, et al. 2015, p. 958). In the ‘bridging’ mechanism, a connection is established between the functional applications of different logics, while in the ‘demarcating’ mechanism, the boundary established by the bridging mechanism between different logics is brought to a limit (Smets et al., 2015, p. 958).

Greenwood and Suddaby (2006) described two mechanisms: Boundary Bridging and Boundary Misalignment in the management of institutional pluralism. In Boundary Bridging mechanisms actors develop appropriate applications to obey the both structures (Greenwood & Suddaby, 2006, p. 37-38). In Boundary Misalignment mechanism organizations enable the actors to access alternative sources in order to escape from the pressures of multiple institutional logics (Greenwood & Suddaby, 2006, p. 37-38). For example, in an electricity sector where environmental and market pressures take place, the company that produces electricity by using only environmental resources, first gets rid of environmental pressures.

York, Hargarave and Pacheco (2016) identified three different mechanisms in their study of an enterprise that generates electricity from wind power built in Colorado. These mechanisms are compromise, competing, and hybridization in the reconciliation (compromise) mechanism, the parties find a common solution to satisfy the both parts with partially (York et al., 2016). However, in a competition mechanism a choice is made between the logics to adapt at the organizational level (York et al., 2016). Finally, in the hybridization mechanism, contradictory logics in the organizational space are integrated under a single logic (York et al., 2016).

Pratt and Foreman (2000) described four different mechanisms as ‘compartmentalization’, ‘deletion’, ‘integration’ and ‘aggregation’ in their studies on how to manage multiple organizational identities. In the compartmentalization mechanism, organizations with different centers are allowed to adapt multiple identities without combining multiple identities in order to serve multiple stakeholders (Pratt & Foreman, 2000, p. 28). In the deletion mechanism, organizations adopt useful identities for their own interests, and abandon those who have no use (Pratt & Foreman, 2000, p. 30). In Integration, administrators develop a new identity by integrating multiple identities under a different new identity (Pratt & Foreman, 2000, p. 30). Finally, in the aggregation mechanism, the organization establishes a link between identities so that they have all identities (Pratt & Foreman, 2000, p. 32).

Litrico and David (2017) performed a research study in the field of Civil Aviation. It is seen that a number of environmental areas in Civil Aviation creates problems on the specific subtopics (Litrico & David, 2017). Litrico and David (2017) generally propose integration and buffering mechanisms. During the buffering frames, actors protect existing structures,

however in integration framing actors connect two different frames in a common structure (Litrico & David, 2017).



Table 1.

Contemporary Studies on Institutional Pluralism and Management Mechanisms

Paper	Research Topic	The Empirical Field of the Study	The Identified Mechanisms
Purdy and Gray, (2009)	The evolution of a new organizational population (offices of dispute resolution) in a developing institutional space has been studied.	The interaction between entrepreneurship efforts, strategic responses to resource dependencies and institutionalization mechanisms for 22 years are explained.	Transformation Grafting Bridging Exit
York, Hargarave and Pacheco, (2016)	They have previously investigated the hybridization of logic that combines incompatible logic within an organizational field.	Wind power in Colorado	Compromise Hybridization Contestation
Smets et al., (2015)	The processes by which competitive logic is managed are investigated.	An ethnographic study at Lloyd in London	Segmenting Bridging Demarcating
Pratt and Foreman, (2000)	How to deal with multiple organizational identities is the subject of this study.	In order to illustrate the phenomenon of multiple identities and the classification of identity management, several organizational environments including multiple identities have been used, including universities, non-profit organizations, telecommunications firms.	Compartmentalization Deletion Integration Aggregation
Greenwood and Suddaby, (2006)	The change initiated from the center of mature organizational areas is examined.	By combining network layout theory and dialectical theory, the elite corporate entrepreneurship process model is explained.	Boundary bridging Boundary alignment
Litrico and David, (2017)	The researchers tried to understand how the interpretations of actors might evolve over time. And also how this interpretation affects field settlement.	Civil Aviation	Buffering Framing

CHAPTER III

TURKEY ELECTRICAL ENERGY SECTOR

In this section, the historical development of the Turkey electrical energy sector is explained within the framework of the dynamics that need to be explained in order to understand this field from the perspective of institutional logic. Accordingly, the Turkey electrical energy sector is firstly explained in terms of production and distribution, followed by the institutional logic in the organizational field.

3.1. Historical Development of Turkey Electrical Energy Sector

It is necessary to understand how the dynamics in the sector develop in order to better understand the Turkey electrical energy sector, which has gone through various stages since the establishment of the Republic. Table 2 shows the processes in the historical development of the Turkey electrical sector.

Table 2.

Historical Development of Turkey Electrical Energy Sector

1902	1910	1914
The first power station was established in Tarsus. The electric station has a power of 2 kw. (TEDAŞ, 2017)	No. 982 "Menfa-i Umumiyye" the first electrical energy legislation was adopted (Yavuz et al., 2017)	The first major power plant, Silahtarğa thermal power plant, was opened (TEDAŞ, 2017).
1923	1935	1945
There are 4 power plants installed in Istanbul, Izmir, Adapazarı and Tarsus, owned by privileged companies, with an installed power capacity of 33 MW in this year when the Republic established (Tutus, 2006).	GDMRE, ETIBANK, EWSA, SHW and Iller Bank established, concessions granted to foreign companies acquired by the state, services transferred to municipalities (TEDAŞ, 2017)	While 190 of the power stations after World War II belong to municipalities, 84 of them are Autoproduct power plants established by public institutions such as iron and steel, TPPM, APC, ETIBANK, TPC and sugar factories to meet their electricity needs (Salman, 2008).
1950	1970	1984
Mixed economic policy was preferred and electricity generation started to be made with Build-Operate model (Yavuz et al., 2017).	Turkey Electrical Authority was established by Law No. 1312. Thus, integrity has been achieved outside the Bank of municipalities and provinces (Elektrik Üretim AŞ, 2017).	With the Law No. 3096 on "tasking organizations with electricity production, transmission, distribution and Trade" published in the official gazette No. 18610, the private sector was paving the way for the provision of electricity service (Doğru, 2010).
2001	2004	2009
Electricity Market Regulatory Authority was established with Electricity Market Law No. 4628 (Elektrik Mühendisleri Odası, 2006).	With the decision of the Supreme Planning Council No. 2004/03, the electricity distribution network within TEDC is divided into 21 regions and the regions outside Kayseri are privatized (Yavuz et al., 2017).	Turkey has signed the Kyoto Protocol. With this agreement, countries have committed to improving carbon dioxide emissions and leaving a clean world for future generations (Adaçay, 2014).

In order to see this change more clearly, it may be useful to discuss the process in terms of production and distribution.

3.1.1. In Terms of Production

According to TEİAŞ (2017), the importance of electricity in daily life in the world has made electricity one of the basic needs to be met. This has shown how important it is to deliver electricity from nutrition to shelter, from transportation to heating to consumers in an economical, uninterrupted, reliable and environmentally sensitive way (TEİAŞ, 2017).

According to Oral and Fazlılar (2016), established energy providers, especially for electricity production, must meet the criteria of rationality, efficiency and supply. İşeri and Özen (2012, p. 163) stated that although they are not among the basic needs of people such as nutrition, housing and health, energy is not at the center of the economic, social and environmental elements of sustainable development (İşeri & Özen, 2012; Seydioğulları, 2013). İşeri and Özen (2012, p. 163) emphasized that sustained supply of environmentally friendly energy in an uninterrupted, desirable quantity and quality and in a payable way is the necessity of sustainable development (Seydioğulları, 2013). They stated that the most important environmental problems are the greenhouse effect due to energy use, global warming and climate change. (Gürcan, Tahtalı, & Tırpan, 2019; İşeri & Özen, 2012, p. 164). According to Adaçay (2014), energy is one of the most important factors in sustainable development and emphasized that it is possible to achieve a strong and solid development through energy production (Adaçay, 2014). These statements suggest that the logic of the public, the market and the environment can be effective on the production side of the Turkey electrical sector.

According to the report of TEDAŞ (2017), the first power plant in Turkey was established in Tarsus on 15.09.1902. The first power station with a power of 2 kW has started to produce electricity with a dynamo (Devlet Su İşleri, 2009; Tutuş, 2006). According to Yavuz et al. (2017), technological progress and investments made legal arrangements necessary and the first legislation of electrical energy dated June 10, 1910 and “982 numbered Menafi-i Umumiyye Mutallik concession” (public interest concessions) was prepared (Salman, 2008; Yavuz et al., 2017). On February 14, 1914, a large scale production of Electric Power started in Istanbul (TEDAŞ, 2017; Yavuz et al., 2017). The first large-scale production in 1914 was realized with the opening of Silahtarğa Thermal Power Plant (Alptürk, 2019; Elektrik Mühendisleri Odası, 2006; TEDAŞ, 2017; Yavuz et al., 2017). Yavuz et al. (2017) state that

the first power plant, which was granted 50 years of work permit on October 1, 1910, was built on February 14, 1914 for the electricity needs of Istanbul, and operated with coal, was the only power plant in Istanbul until the 1950s (Alptürk, 2019; Yavuz et al., 2017).

In the beginning of 1923, when the Republic established, the installed power was only 33 MW and electricity was produced in only 4 settlements in Istanbul, Izmir, Adapazarı and Tarsus (İpek, 2019, p. 22; TEDAŞ, 2017; 2018; Tutuş, 2006). According to Report of TEDAŞ (2017), electrical energy activities were carried out by privileged companies between 1911-1930; After the establishment of institutions such as GDMRE, Etibank, EWSA, SHW and İller Bank in 1930s, services were transferred to municipalities after the concessions granted to foreign companies were purchased by the state in 1939 (TEDAŞ, 2017). Looking at the processes so far, it can be seen that private sector influence in electricity generation under state control has existed from the very beginning. However, in the next process, it is seen that state enterprises are established in electrical energy production and that production is provided by the state hand. The report of CEE shows that the capacity of electricity production, which was started by public institutions, was 126.2 MW in terms of installed power in 1935 (Elektrik Mühendisleri Odası, 2006).

190 of the power plants with a total installed power of 246 thousand kilowatts at the end of the Second World War (1945) are located in the municipalities (Salman, 2008; TEİAŞ, 2017). The power plants of 84 of them established in order to meet their own electricity needs such as Iron and Steel, TPPM, APC, Eti Bank, TPC, public institutions (Salman, 2008; TEİAŞ, 2017). İller Bank, founded in 1945, has participated in the institutional structuring of electricity services with the task of “*plant of local diesel or hydraulic power plants and distribution networks for municipalities*” (Salman, 2008, p. 191).

According to Yavuz et al. (2017), by the 1950s, a mixed economic policy was preferred and a build-operate model of power plants was started by the private sector as well as the state (Yavuz et al., 2017, p. 2). Yavuz et al. expressed that during those years of transition to the interconnected (Enterkonnekte) system, Turkey's electricity potential increased from 407.8 MW of installed power to 789.5 million kWh, and annual electricity production per capita was at 33 KW (2017, p. 2). Merging a public institution under the umbrella of the activities of the electrical service, first 5-year development plan (1963-1967) and the second 5-year development plan (1968-1972) is located as one of the targets (Devlet Planlama Teşkilatı, 1963; 1968; Salman, 2008). Salman (2008, p. 192) pointed out the benefits of collecting electricity services under a single institution and establishing an integrated system in electrical energy. By 1970, the increasing amount of production, distribution and consumption and the

expansion of the service necessitated an institutional structure and the Turkish Electricity Corporation (TEC) was established by Law No. 1312 (EUAŞ, 2017; Ipek, 2019; Salman, 2008; TEİAŞ, 2017). Thus, integrity was achieved outside the Municipalities and Iller Bank (Salman, 2008; TEDAŞ, 2017). According to Tutus, with the establishment of TEC, an interconnected system which is very important for hydroelectric projects has been developed, this situation strengthened mostly by the hydroelectric production, whose share in production increased to 53 percent (2006, p. 319).

While the share of public sector in production was quite high in the 1970s, it was stated that the share of the private sector, which represents the market logic, increased in 1980s (Doğru, 2010). According to Doğru (2010), privatization practices related to electrical energy in Turkey are regulated by laws numbered 3096, 3291 and 4283 (Doğru, 2010). The private sector was opened up in the provision of electricity service by the law No. 3096 on *“the assignment of electricity generation, transmission, distribution and trade of organizations other than the Turkish Electricity Corporation”* published in the Official Gazette No. 18610 dated December 19, 1984 (Doğru, 2010; Official Gazette, 1984; Tutuş, 2006; Yavuz et al., 2017). This law also provides the legal basis for privatization and regulation works carried out in the electricity market (Doğru, 2010; Tutuş, 2006; Yavuz et al., 2017). According to Doğru (2010), while this law foresees privatization by transferring the right of assignment and operation, it includes transfer of ownership. The Law No. 3291, which was adopted in 28.05.1986, also covers the regulations for transfer of property (Doğru 2010; Official Gazette, 1986; Tutus, 2006; Yavuz et al. 2017; Yılmaz, 1996). In the study of Doğru (2010), he stated that with the enactment of the law No. 3096, Build-Operate-Transfer (BOT), Transfer of Business Rights (TBR) and auto production models were started to be applied in the sector (Doğru, 2010; Official Gazette, 1984; Tutuş, 2006; Yavuz et al., 2017). With the Law No. 4283 dated 16/7/1997, it is aimed to strengthen the power production capacity by the private sector in order to encourage the private sector to produce electricity (Official Gazette, 1997). With the Law No. 5539 dated 1/7/2006 of acceptance, the Treasury Guarantee is given to the payment obligations of the production company arising from the production (Official Gazette, 2006).

According to the TEDAŞ report (2017), on 26 April 1994, EGC and TEDC acquired legal entity rights (TEDAS, 2017; 2018). Article 1 of the Electricity Market Law No. 4628 dated 20/2/2001 and with the aim of providing electricity to consumers in an adequate, high quality, continuous, low cost and environmentally compatible manner, can operate in accordance with the provisions of private law in a competitive environment, financially strong, stable and

to establish a transparent electricity market and to ensure an independent regulation and supervision in this market. With this law, the logic of the market in the electrical energy sector, which has been carried out with public and market logic to this time, has found more places in itself, while the elements of environmental logic have started to take place. With this law, EGC is divided into three and each activity is divided into separate legal entities (Tutus, 2006; TEİAŞ, 2017; Yavuz et al., 2017). Yavuz, et al. (2017), Electricity Generation Inc. (EGC), Turkey Electricity Transmission Company (TETC), Turkey Electrical Contracting and Trading Co. (TECT) as the State Economic Enterprises (TEİAŞ, 2017; Yavuz et al., 2017, p. 5). *With the decision of the Higher Planning Council dated 17.03.2004 and numbered 2004/3, the electricity distribution network within TEDAS was divided into twenty-one regions and it was decided to include the regions outside Kayseri region to the scope of the facilities to be privatized (Official Gazette, 2004). In 2006, a total of 142 hydroelectric power plants, 109 of which were owned by the public sector, started to produce electricity (EUAŞ, 2017; TEİAŞ, 2017).*

It is stated that the developments in the global environment as well as the developments experienced in the local environment in the electric energy sector, whose production method changes in this way, lead to the dominance of environmental concerns in the field (Adaçay, 2014). This can be considered as an indication of the way Turkey has been one of the Kyoto Protocol in 2009. With this treaty, countries have committed to improve carbon dioxide emissions and leave a clean world to future generations (Adaçay, 2014, p. 89; Üstün, Apaydın, Filik & Kurban, 2009). In this period, market logic continued to strengthen its dominance in the field. According to Yılmaz (2012); while the share of the public sector was 91.9% in 1990, it declined rapidly after 2000, especially to its current ratio. This is reflected in the TETCC annual report, while the share of the public in the installed power is 66 percent and the share of the private is 34 (TEDAŞ, 2017). However, the share of the private sector in total installed power increased to 76.6 percent in 2017, while the share of the public sector decreased to 23.4 percent (TEDAŞ, 2017). Turkey has attracted the interest of private investors through the liberalization process in the field of electricity generation (Dünya Enerji Konseyi, Türk Milli Komitesi, 2017). This process was started with Build-Operate-Transfer and build-operate models (Arioğlu, E. & Arioğlu, E., 1996; Dünya Enerji Konseyi, Türk Milli Komitesi, 2017). Thanks to the developed organized wholesale markets, investors' interest has increased. (Arioğlu, E. & Arioğlu, E., 1996; www.dunyaenerji.org.tr, 2019). According to the Turkish National Committee the share of free generation companies continued to grow and increase and surpassed the former monopoly state-owned generation company EGC and a

large part of the market in the electricity generation sector became competitive (www.dunyaenerji.org.tr, 2019) The distribution of the types of energy sources used in the production of Turkey electrical energy has been revealed to which source has shifted its weight over the years (see Figure 1).

Figure 1 shows the types and quantities of electric power generation. Here is effectively the generation of electricity from coal in terms of energy and Turkey was found to be continuous with the standards. It is understood that liquid fuels became more prominent in the 1970s and that oil gained importance (Interview Notes). Nowadays, the most important factor of the fact that the production of electrical energy from liquid fuels is almost non-existent is the fact that it is not ubiquitous and the cost is high and its environmental damage is quite high (Çubukçu & Yetkin, 2018). If we make an assessment in terms of natural gas, it is seen that natural gas gained importance after 1980s. There has been a continuous increase in natural gas resources until 2010. This is because the price is cheap and easy to carry (Interview Notes). However, a decrease has been observed recently. (See Figure 1). Because it is energy source that increases the dependence on foreign sources for Turkey (Interview Notes). When we make assessments in terms of hydro, it is an important source for Turkey because Turkey has a high flow rate of rivers and is frequently used in electricity production (Interview Notes). However, the graph above shows declines in recent years. The reason for this is the diversification of resources and the effects of global warming (İşeri & Özen, 2012, p.163). Since global warming causes drought, alternative sources have been given importance. Renewable energy sources have recently gained importance (Interview Notes). The reason that renewable energy sources have gained importance recently is that fossil fuels have a lot of damage to the environment and cause climate change. This situation worries Turkey and all other countries (Çubukçu & Yetkin, 2018). Developed countries experienced an industrial revolution and increased their welfare considerably, but they did not think about nature and environment (Çubukçu & Yetkin, 2018). Today, developed countries make various recommendations to developing countries about renewable energy resources (Çubukçu & Yetkin, 2018). The installation cost of renewable energy sources is quite high, but the cost decreases over the years (ekosmart.com, 2019; Ertuğrul & Kurt, 2009). Developing countries like Turkey expects support for it outside advice (Çubukçu & Yetkin, 2018).

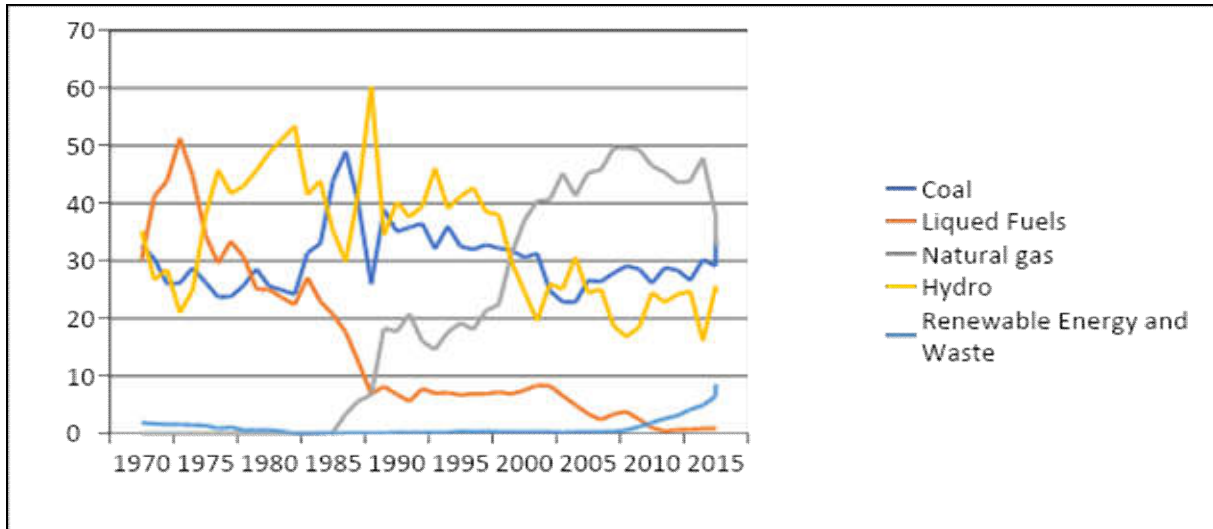


Figure 1. Types of electrical energy generation
 Source: Turkish Statistical Institute (2019)

With the proliferation of industrial plants in Turkey, the need to meet the increasing energy demand on the one hand, environmental problems caused by fossil fuels and the increase in cost, it was thought that the level of usage of renewable energy sources should be increased (Kumbur, Özer, Özsoy & Avcı, 2019).

In order to be able to understand the Turkey electrical power generation better, the distribution of hydraulic and thermal power plants should be revealed. Comparisons of electricity generation were made in terms of public, private sector, auto producers, mobile power plants and unlicensed electricity producers. In order to see the structure of Turkey electrical energy generation, the following diagrams were used in the study. Figure 2 shows the distribution of hydraulic power plants; Figure 3 shows the distribution of thermal power plants.

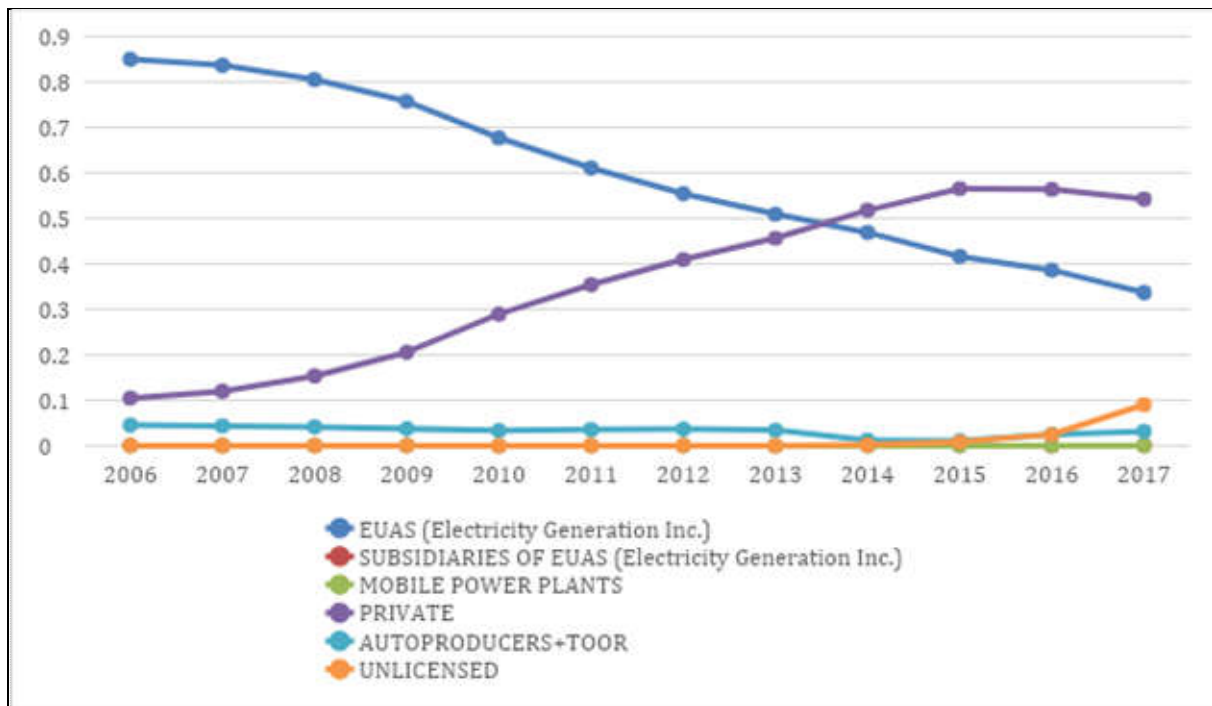


Figure 2. Distribution of hydraulic plants
Source: TEİAŞ (2019)

Figure 2 shows the distribution of Turkey's electrical power generation by hydraulic companies between 2006 and 2017. When we look at hydraulic power plants, the share of the state in electricity production has steadily declined. On the contrary, the share of the private sector in electricity generation has steadily increased. The change in state policies was seen to be instrumental in the emergence of this situation (Interview notes). The expansion of privatization policies in electric power generation has increased the effect of the private sector on production. However, the state has not fully given up the production of electric power from hydraulic power plants (Bakan Albayrak'ın yerli enerji politikası 2018'e damgasını vuracak, 2018).

The distribution of thermal power plants in Turkey electrical energy generation is seen in Figure 3 below.

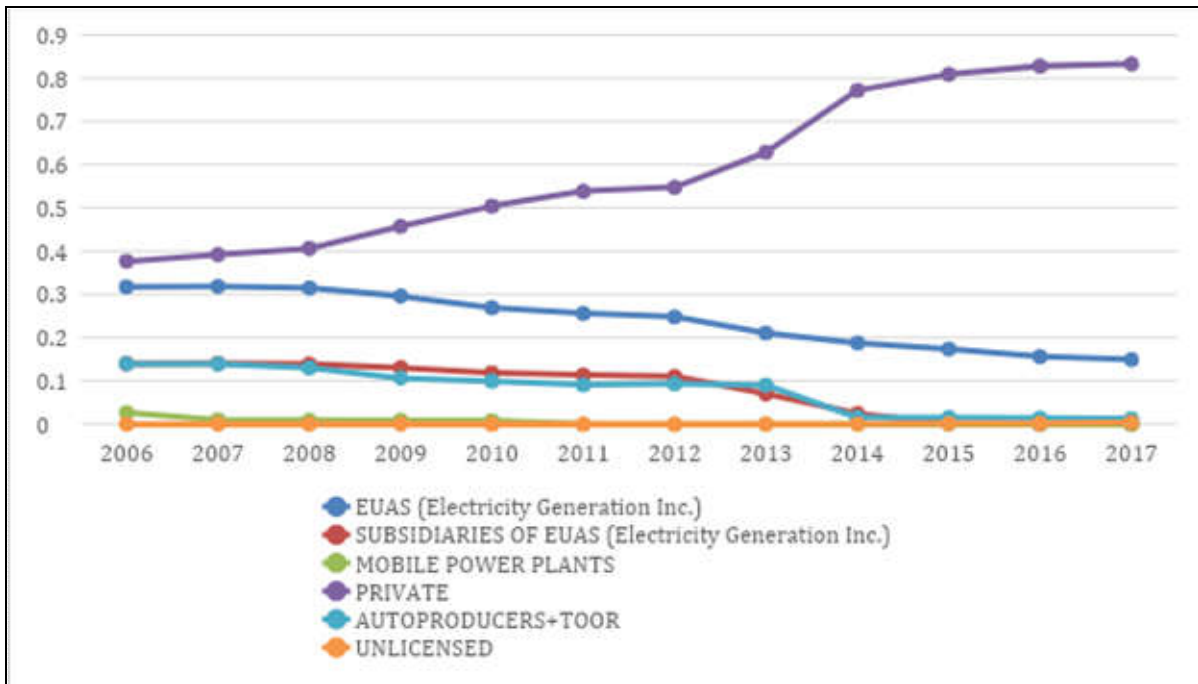


Figure 3. Distribution of thermal energy plants
Source: TEİAŞ (2019)

Figure 3 shows the distribution of thermal power plants according to the organizations in Turkey's electric power generation between 2006 and 2017. In terms of thermal power plants, it is seen that the private sector is at the forefront of electric power generation (Interview Notes). While the private sector makes its investments mostly through thermal power plants, the increasing influence of the private sector in the process is noticeable. The share of the state in electricity generation from thermal power plants has also gradually decreased. It can be argued that increasing privatizations is effective (Interview Notes).

The following Figure 4 has been placed to show the transformation of Turkey electrical power generation from public to private sector over the years.

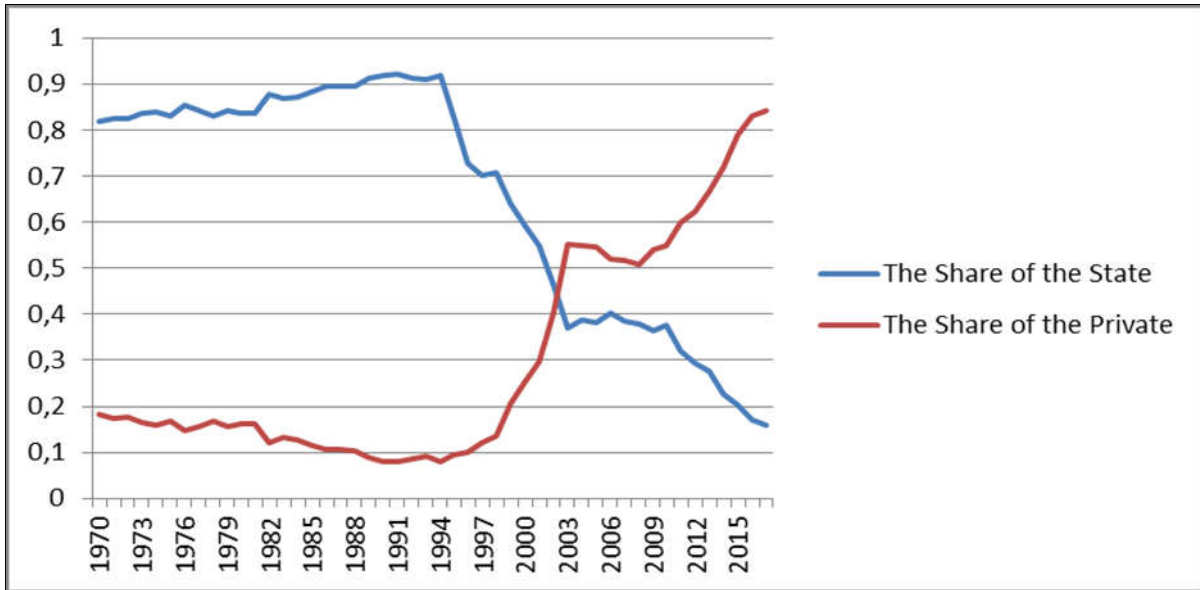


Figure 4. Change in the shares of public and private sector
Source: TEİAŞ (2019)

Figure 4 shows the change of state and private sectors in electric power generation in Turkey. The change that took place between 1970-2017 has been revealed. The majority of electric power generation in Turkey has started to move from public to private sector. As shown in Figure 4, while the state has not given up on electricity generation entirely, investment by the private sector has been steadily increasing (Interview Notes). In Figure 5, where we evaluate the energy sector from an economic point of view, government expenditures to the energy sector are examined.

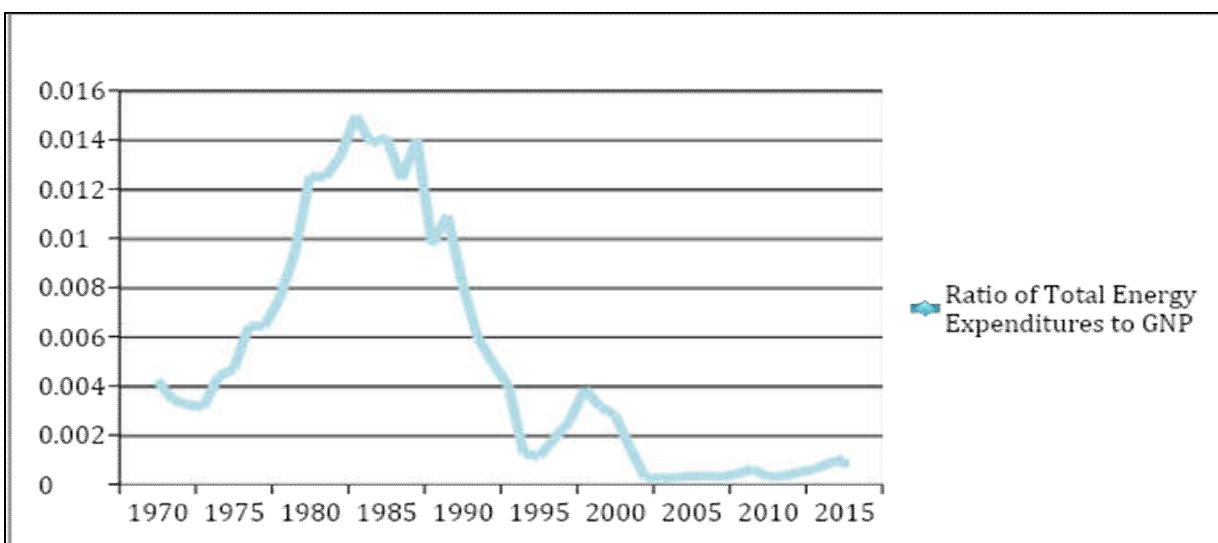


Figure 5. The ratio of total energy expenditures to gross national product
Source: TEİAŞ (2019)

Figure 5 shows the ratio of total energy expenditure to Gross National Product over the years from 1970 to 2017. Figure 5 shows that between 1970 and 1990, the state allocated more resources for energy production, and that the state preferred public privatization policies (Interview Notes). Contrary to this dynamic, over the same time period, the private sector is seen to invest more in energy production (Interview Notes). The ratio of energy investment expenditures to gross national product has been calculated in order to better see the expenditures made in Turkey electrical energy generation. Details are in Figure 6.

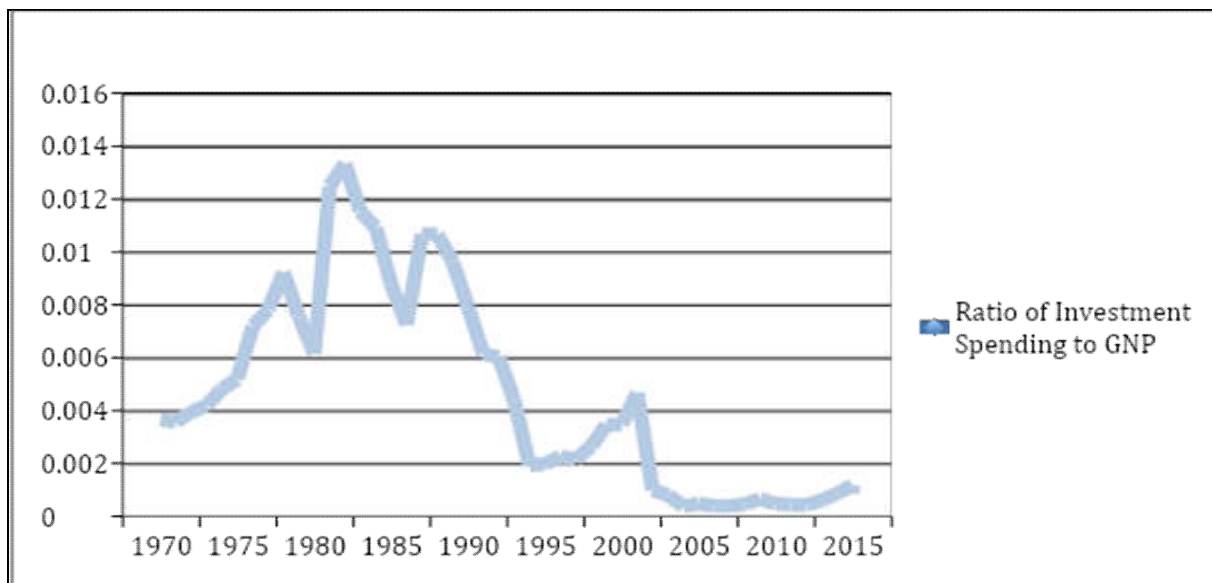


Figure 6. The ratio of energy investments to gross national product
Source: TEİAŞ (2019)

When we look at the ratio of energy investments to GNP between 1970 and 201 (Figure 6), it can be said that it almost parallels Figure 5. Especially since the 1990s, it has been observed that the investments of state in energy investments have declined. What is understood from here is that the electric power generation policies of state are shaped according to the private sector (Interview Notes). So much so that between 1970 and 2017, while Public Investment declined, private sector investment increased (see public sector investment Figure 4). Today, while the majority of energy production is provided by the private sector, the public has not completely withdrawn from energy production and has given more importance to investments in hydroelectric power plants (Interview Notes).

3.1.2. Distribution of Electricity

Judging from the evolution of the energy sector in terms of distribution, it can be seen that the legal regulations issued in certain periods lead to the shaping of the sector. Yavuz et al. (2017) stated that due to the problems experienced in transmission and distribution lines between the municipalities and TEC in 1982, the transfer of all electrical facilities to TEC was realized by Law No. 2705 (Yavuz et al., 2017). According to the report of TEDAŞ (2018), in 1994, after the TEDAS General Directorate became a legal entity, the logic of the private sector came into effect and the distribution of electricity was made in line with the strategies aimed at increasing the efficiency (TEDAŞ, 2018). Later, as in other sectors, Turkey made economic decision to transition to free market order in electricity distribution system (TEDAŞ, 2018). With the restructuring of publicly owned electricity enterprises based on distribution regions, market logic has come to the forefront within the scope of privatization (TEDAŞ, 2017).

According to the news of Turkish Radio and Television Corporation, Kahramanmaras-Adiyaman and Aydin-Denizli-Mugla power plants were privatized through law of No. 3096 (Elektrik Dağıtım Özel Sektöre Devredildi, 2013). With the privatization law no. 4046, all shares of Başkent Elektrik Dağıtım AS were transferred to Enerjisa Dağıtım AS on 28 January 2009 (Elektrik Dağıtım Özel Sektöre Devredildi, 2013). In the period following 28 January 2009, Baskent, Sakarya and Meram Elektrik Dağıtım AS, which are 3 distribution companies in that year; In 2010, a total of 6 distribution companies, Osmangazi, Camlibel, Uludag, Coruh, Fırat, Yesilirmak Electricity Distribution Inc.; In 2011, one distribution company Trakya Dağıtım AŞ; In 2013, 8 shares of Akdeniz, Bogazici, Gediz, Aras, Dicle, Istanbul Anatolian Side, Lake Van and Toroslar Dağıtım AS were transferred to the private sector (Elektrik Dağıtım Özel Sektöre Devredildi, 2013). On September 30, 2013, all of the companies affiliated to TEDAŞ were privatized and their public market share was completely terminated in distribution and retail sales activities (Elektrik Dağıtım Özel Sektöre Devredildi, 2013).

According to Güvenek (2009), the production and distribution of natural gas, coal, hydraulic energy, primary energy such as petroleum and secondary energy such as electricity, which started under the state monopoly in the world, has been left to the private sector and/or public companies with the participation of the state since the 1980s (Güvenek, 2009). On the other hand, Turkey has started to discuss this opening since 1985, and has implemented in the 1990s (Güvenek, 2009). Güvenek stated that various constitutional and legal arrangements

were made, established investment and financing models and the participation of the private sector was with the 100 percent purchase guarantee of the state in general (Güvenek, 2009).

From these statements, it can be said that public, market and environmental logic prevails in the Turkey electrical energy sector, but their dominance over time has changed. From this point of view, these logics should be discussed within the framework of Thornton and Ocasio (2008, p. 128-129).

3.2. Institutional Logics in Turkey Electrical Energy Sector

The dimensions of effective public logic, market logic and environmental logic in Turkey electrical energy sector are seen in Table 3. While written the table below, the researcher inspired from the work of Thornton and Ocasio (2008). Institutional logics were compared in terms of economic system, logic of investment, sources of mission, sources of legitimacy, focus, sources of strategy, sources of identity, and event sequence (Thornton & Ocasio, 2008, p. 128-129).

The economic system of public logic is the central budget consisting of the budgets of public administrations contained in the (I), (II) and (III) numbered rulers attached to the law on public financial management and control No. 5018. When we look at it in terms of market logic, it can be said that the economic system consists of market revenues. In market logic, the cost is minimized, the profit is raised to the maximum level and the production is made and thus the market income is generated. In terms of environmental logic, it is thought that renewable energy sources should be used to make minimal the damage to nature. Revenues from renewable energy sources constitute the economic system in terms of environmental logic.

Table 3.

Institutional Logics in Turkey Electrical Energy Sector

Criteria *	Public Logic**	Market Logic**	Environmental Logic**
Economic System	Central budget	Market revenues	Revenue from electricity generated from renewable energy sources
Logic of Investment	To be able to provide the required electrical energy to citizens and businesses without interruption	To be able to produce and sell electrical energy, which is a product to increase the profitability of the entrepreneur (Interview Notes).	Generating electrical energy from renewable energy sources
Sources of Mission	Public office	Make a profit	Protection of the environment
Source of Legitimacy	Providing public service to the citizen	Generating commercial revenue	Protecting the environment
Focus	To be able to provide electricity generation required by households and economic environments	Maximizing operating income	To be able to produce electrical energy that is least damaging to nature
Sources of strategy	To generate the necessary electrical energy to increase the prosperity of the country	Maximizing the position of the enterprise in the market and the well-being of the entrepreneur	To ensure sustainable energy production against climate change
Sources of identity	Public electricity company	Commercial electricity business	Electricity plant producing from renewable sources
Event Sequence	<ul style="list-style-type: none"> ● State purchase of concessions granted to private companies in 1935 ● Establishment of the Turkish Electricity Authority by the state in 1970. ● Split of TEC into two in 1993. 	<ul style="list-style-type: none"> ● Declaration of the Republic electric energy activities in privileged companies ● Law No. 3096 ● Law No. 4628 <p>In 2004, the electricity distribution network within TEDC was divided into 21 regions and privatized.</p>	<ul style="list-style-type: none"> ● The signing of the Kyoto Protocol in 2009.

*: These were taken from the study of Thornton and Ocasio (2008, p. 128-129).

** : During the written of some criteria of logics, researcher took help from the study of Mitzinneck and Besharov (2019, p. 386).

In terms of logic of investment criteria, public logic is seen as the service that electric power generation has to take to the citizens. Although electric energy is not included in the basic needs category, it is of great importance for the welfare of the people. In terms of businesses, it is unlikely to operate without electric power. The investment goal of public logic is to provide uninterrupted electric power to the public and businesses (Interview notes). The main thing from the perspective of market logic is to increase the profitability of the entrepreneur (Mitzinneck & Besharov, 2019; Interview Notes). The investment objective of market logic is to maximize profitability by selling. The goal of investing in environmental logic is to generate electricity from renewable energy sources.

In terms of the source of the mission, public logic considers electricity generation as a public duty and produces electricity to provide services to the public. In the marketplace logic, electricity production is made for profit (Interview Notes). The source of mission of environmental logic is to generate electricity by using renewable energy sources in order to protect nature and living creatures.

From the point of view of the legitimacy criteria, public logic considers electricity generation as providing public service to the public. Public service includes regular supply of goods and services with continuity managed throughout the community (Interview Notes). Public logic determines the source of legitimacy depending on this dynamic. Commercial concerns come to the forefront in market logic. These concerns are more related to the desire to make a profit (Interview Notes). Therefore, the marketer can define the legitimacy focus of logic as earning commercial income (Interview Notes). Environmental logic has a source of legitimacy to protect nature through reducing emissions rather than public service or profit concerns (Mitzinneck & Besharov, 2019).

The focus of public logic is to provide electricity generation needed by households and economic circles. In doing so, the focus of market logic is to increase operating income while the government is on the way to utilizing the available resources. Market logic, which tries to increase its operating income, wants to earn profit, unlike the state and environmental logic (Interview Notes). Entrepreneurs act with the aim of making maximum profit by forming strategies according to its earnings and shapes its focus accordingly (Interview Notes). Looking at the focal point of environmental logic, it is seen that it is effective to produce electrical energy with the sources where the harm to nature is minimum (Interview Notes). It is natural that environmental logic is most sensitive and draws attention to the need to act accordingly (Interview Notes).

When one looks at the sources of strategy of public logic, in particular it can be observed that it engages to the electricity production to increase well-being of public (Interview Notes). So much so that this situation has developed in the form of the ability of the public to strategically provide equal services to its citizens. The entrepreneur's well-being comes to the fore when the entrepreneur examines the sources of strategy of market logic (Interview Notes). The strategic position of the electrical power generation business in the market is important (Interview Notes). The sources of strategy of environmental logic lies in its particular focus on sustainable energy sources in order to prevent natural phenomena such as climate change (Interview Notes). The increase in the number of natural phenomena occurring today is attributed to the use of fossil fuels (Çubukçu & Yetkin, 2018). Environmental logic places an emphasis on renewable energy sources, and the origin of the strategy depends entirely on this.

When we look at the criteria of sources of identity, there is an electric power generation shaped according to public logic in terms of Public Enterprise. Public order applies and rules are determined by public order (Interview Notes). It is not produced for commercial purposes; it is produced for the welfare of the people. In market logic, production is done for commercial purposes, rather than the welfare of the public (Interview Notes). Commercial electricity business is seen to develop in terms of sources of identity in market logic (Interview Notes). Environmental logic has a different source of identity than both public logic and market logic. The sources of identity of environmental logic points to businesses producing energy from renewable sources (Interview Notes).

In Turkey, the creation of competitive markets in the energy sector within the framework of the strategy, electricity, natural gas and petroleum sectors recorded significant progress towards the creation of an environment that will provide sustainable growth in investment in the energy sector. On the other hand important steps have been taken on the creation of competitive and functioning markets, restructuring of public enterprises and the liberalization of the rules for implementation have begun (EPDK, 2017; T.C. Enerji ve Tabii Kaynaklar Bakanlığı, 2017; T.C. Enerji ve Tabii Kaynaklar Bakanlığı, Strateji Geliştirme Başkanlığı, 2017). According to the report of the Department of Energy and Natural Resources Head of Strategy Development (2017), investments in energy production facilities carried out by the private sector along with developments and the preparation of appropriate legislative infrastructure have gained momentum (T.C. Enerji ve Tabii Kaynaklar Bakanlığı, Strateji Geliştirme Başkanlığı, 2017). It has been stated that as a result of the establishment of a climate of stability and trust in Turkey and the implementation of energy policies by the

ministry, energy investments will be realized by the private sector in a manner that does not create a burden to the public (T.C. Enerji ve Tabii Kaynaklar Bakanlığı, 2017). In addition to privatization, steps have been taken to create a competitive energy market so that the private sector can operate more easily in the energy field (Dođru, 2010).

It can be said that a corporate pluralism has developed in the Turkey electrical energy sector with the influence of multiple institutional logics (Greenwood et al., 2011; Kraatz & Block, 2008). This institutional pluralism requires the power plants built in the organizational space to act in a way that adapts to the expectations of public, market and environmental logics on the one hand. In particular, after the 2000s, performing a research study in the Turkey electrical energy sector was required with the increasing effect of privatization and environmental logics. So, what mechanism has been used by the enterprises, which produce electrical energy, to manage this institutional pluralism? In order to clarify this problem, an empirical research was conducted in the field of Turkey electrical energy generation. The next section provides information on the method of this research.



CHAPTER IV

METHODOLOGY OF THE STUDY

In this section, general information is given about the methodology of the study. Firstly, theoretical basis of the research study is explained. Then institutional pressures in Turkey electrical energy sector are told. After this, details of the data collection and data analysis are explained. Especially, in data analysis, grounded theory and approach of the study and stages of data analysis told.

4.1. Theoretical Basis of the Research Study

In literature of institutional logic, studies showed that how institutional complexity is managed which arises when more than one institutional structure prevails in the management of organizational areas (Greenwood et al., 2011; Jay, 2013; Kraatz & Block, 2008; Marquis & Lounsbury, 2007). In these studies, it is seen that the manifestation of institutional logic at the organizational level is demonstrated by the development of two basic elements such as identity and practice (Battilana & Dorado, 2010; Pache & Santos, 2013). The main argument in these studies is that organizations can be both synthesized and managed under a single structure by confrontational pressures from multiple institutional demands (Battilana & Dorado, 2010), or maintained with different institutional logic in different practices (Pache & Santos, 2013). However, some studies in the literature on institutional logic revealed the mechanisms for managing the institutional pluralism (Battilana & Dorado, 2010; Pache & Santos, 2013). In addition to these studies, Purdy and Gray (2009) identified the ‘Grafting’ and ‘Bridging’ mechanisms, Smets et al. (2015) showed the ‘Segmentation’ and ‘Demarcating’ mechanisms, too. On the other hand, ‘buffering dominant’ and ‘integrating dominant’ mechanism were revealed by the (Litrico & David, 2017). In this study, how the institutional pluralism, which is seen in the Turkey electrical energy sector, is managed by the electric energy generation companies is tried to be understood.

4.2. Institutional Pressures in Turkey Electrical Energy Sector

It can be said that productivity in production, increase in revenues and high profit expectations have strengthened in the field as elements of market logic, especially with the privatization made after 2000 in the Turkey electrical energy sector. In this direction, a pressure has developed for businesses to turn to cheaper and more efficient energy sources.

However, the fact that these preferred resources might be harmful to the environment has put pressure on the production processes of enterprises. Another factor of pressure is that private enterprises acting in the context of the market, together with the privatization of power plants, may erode public service production in the field. This situation may be thought to put pressure on private enterprises to act in parallel with environmental and market institutional logics when designing production processes in electricity generation, while also shaping enterprises to serve with a public understanding.

In this study, which explores the mechanisms by which companies operating in the Turkey electrical energy sector manage the institutional pressures arising from public, market and environmental institutional logics, Table 4 shows that how institutional pressures appeared and practices developed in the sector. As can be seen in Table 4, the sources to be used in production according to public institutional logic must be domestic, while the source to be used according to market logic must be the source that provides maximum energy. According to environmental logic, the source to be used in the production of electrical energy must be the type of source that causes the least damage to nature. While public institutional logic demands that the process of electrical energy production should be designed within the public facilities, however according to the market logic the process of production should be designed in such a way as to provide minimum resource usage while generating maximum energy. According to environmental logic, which aims to protect natural life, the production process should be designed in such a way as to cause minimal damage to the nature. Public institutional logic demands that amount and pricing of electrical energy production should be done to ensure the user's electricity consumption at as low price as possible and also with the uninterrupted in line with the public service. For the market institutional logic, the price of electricity should be priced in such a way as to bring maximum income to the producer and the amount of production should be planned according to demand level. On the other hand, according to environmental logic, the price and amount of electricity should be determined parallel to resource use and process which causes little damage to nature. While public institutional logic demands that any production processes and resources would be used during the electricity generation in order to serve electricity to the population as a public service, however market institutional logic demands that efficient and low-cost production processes would be used. According to environmental logic, production costs might be expensive unless they have high level carbon emission and aren't harmful the nature.

Table 4.

*Institutional Pressures in Turkey Electrical Energy Sector**

The practice in which Institutional pressure occurs	Public Logic	Market Logic	Environmental Logic
Source Used In Production	Domestic resources should be used in production.	The source, which gives maximum energy output, should be used in production.	The least damaging source should be used in production.
Production Process	The production process should be designed according to public facilities.	The production process should be designed to provide minimum resource utilization while producing maximum energy.	The production process should be designed to do minimal damage to nature.
Production quantity and pricing	Electrical energy production should be done to ensure the user's electricity consumption at as low price as possible and also with the uninterrupted in line with the public service.	While the price of electricity should be priced to bring maximum revenue to the producer, the amount of production should be planned according to demand.	The price and quantity of electricity should be determined according to the use and process of the resource that causes little harm to nature.
Production costs	Production processes and resources should be selected so as not to disrupt public service.	Efficiency of the resource to be used in production and its cost is remarkable in the production process.	Cost of the production can be high, if resources and processes have lower level carbon emission.

*: In designing this table, researcher inspired from Pache and Santos (2013, p. 984-986).

4.3. Data Collection

Face to face interviews and document examinations were done to collect the data of this study, which aims to find out the which mechanism are used to manage the institutional pluralism at the organizational level. In Table 5, detailed information can be seen about the how research data is collected. There was showed great effort in the process of collecting the data so much so that to understand better the how institutional logics developed in the field of Turkey electrical energy sector. Especially, this effort was performed to gain information about the dynamics of the institutional change in the field which caused to the multiple

institutional logics in the field. Accordingly, during the face to face interviews that were performed to understand which mechanisms were used by the organizations also asked some questions to interviewees about the change path of institutional logics. Before giving the some explanations about the contents of the questions, it should be indicated that two private electrical energy generation companies around the Cukurova Region of Turkey were selected to find out solution for the research question. Because of the author's residence is in Adana City, it was decided that the enterprises to be included in the research were selected from the Cukurova Region. To be escaped from the revealing of the identities of the research companies, codes were given to both companies. So, from that point, the research companies will be called 'A' and 'B' in this study. 'A' company generates the electrical energy through the hydroelectric power plant; however 'B' company generates the electrical energy through the thermal power plant. Before making the face to face interviews, ethics committee approval was obtained from Adana Alparslan Turkes Science and Technology University. Afterwards, the company B was contacted and permission was requested for conducting the interviews during the field research phase and the necessary approval was obtained. In company B, which was included in the study, interviews were conducted with Plant Director, Deputy Plant Director, Planning Manager, Operations Manager, and Assistant Operations Manager. In company A there was any one face to face interview could be made with the Regional Manager Responsible for Occupational Health and Safety in the company. A total of 6 face-to-face interviews were conducted lasting 4 hours and 10 minutes. During the interviews, Semi-structured interview form was used to be able to ask different question according the flow of interviews. These asked questions were about why the energy sources used in production are preferred, what processes are developed to manage the environmental and market pressures which are aroused by the preference of these sources. And the other question was about the approaches of the companies to electricity. While electricity is seen as a product according to the market logic, however for the public logic, it can be accepted as a public good in order to accomplish the public service. These were the questions about the mechanisms that were used to manage the institutional pluralism by the companies. During the interviews, it has been also asked to the interviewees that how the Turkey electrical energy sector evolved by the regulations from 1920s to the nowadays. The semi-structured interview form can be seen in appendice 1.

During the document examinations, two separate efforts were performed due to understand the institutional change of the field and to reveal the mechanisms. The details of the document

examination can be seen in Table 5. In order to find out the institutional change, the examined documents are the annual reports of TETCC and TETC, 13 sector reports of Turkey Electrical Energy Sector, and 6 laws and decrees about the Turkey Electrical Energy Sector, and 12 WEB news. Besides that there has been performed a deep search to find the related news in the electronic archive of Milliyet newspaper (gazetearsivi.milliyet.com.tr, 2019). So, 38 news was reached. Some of the examined documents are: T.C. Journal of the Department of energy and Natural Resources, magazines of the association for machine engineers and Electricity Distribution Services in 2013.

Table 5.

Data Collection of the Study

Scope of Data	Interviews	Document Examinations
Turkey Electrical Energy Sector	N/A	Milliyet newspaper electronic archive: 38 news Journals For Turkey Electrical Energy Sector: 5 Sector Reports For Turkey Electrical Energy Sector: 13 Laws and decrees for the Turkey Electric Energy Sector: 6 Data Collected For Turkey Electrical Energy Sector: 44 WEB News For Turkey Electrical Energy Sector: 12
Company A	1 interview with the Regional Director Total Time: 40 Minutes Date of Interview: 21.03.2019	2017 Annual report of Company A. 7 News
Company B	5 interviews with Power Plant Director, Deputy Power Plant Director, Planning Director, Operations Director, Deputy Operations Director) Total Times: 210 Minutes Date of Interview: 02.07.2019	Annual Reports of Company B

Besides that, during the visit to Company B, the facility trip was done. The aim of this was to see the how the electricity generation process is accomplished. And also it was aimed to observe that how the elements of environmental and market institutional logics occurred during the energy generation. The other benefit of this trip was to observe the mechanical mechanisms to cope with the carbon emission and see the transformation of production process too. Lastly, the other data which was obtained during the visit was watching a video.

This video, whose duration is 15 minutes, has contained the information's of the company B. This information's are about the establishment of the Company B, practices of company to hinder the environmental pollution during the generation of electricity, the all production process of the Company, and the activities done by the company during the process of development.

4.4. Data Analysis

The qualitative research method was used in this study. Since the research has aimed to find out the relationship between institutional pluralism and management mechanisms, the data analysis were performed based on the grounded theory (Strauss & Corbin, 1990; Strauss & Corbin, 1994). Although researcher has some theoretical backgrounds about this relationship in the beginning of the study, researcher focused on finding the new evidences to identify relationship between institutional pluralism and management mechanisms (Awuzie & McDermott, 2017, p. 360; Tavory & Timmermans, 2014; Thomas, 2006). So, it can be clearly said that this study followed the grounded theory and abductive approach (Carmichael & Cunningham, 2017; Lipscomb, 2012).

4.4.1. Grounded Theory and Approach of the Study

Grounded theory was developed by Strauss and Corbin (1990), to develop any theory based on the reflections of the research field (Carmichael & Cunningham, 2017; Charmaz, 2006; Glaser, 2016; Strauss & Corbin, 1994, 273). Strauss and Corbin (1994) stated that the effectiveness of the researcher during the data collection and analysis is critical to make any contribution to the theory. Goulding (2002, p. 54), supported this idea by stating that “collection and analysis of these data were performed simultaneously”. Charmaz (2006, p. 3) wrote the close ideas to these by stating that systematically collection of data and development of the theory based on these data occurred from the opportunity of the collecting data in grounded theory (Carmichael & Cunningham, 2017). And finally, Strauss and Corbin (1994, p. 283 - 284) emphasized that the research could be develop in a systematic manner by being intertwined with the field in which the data was collected. The inductive and abductive approaches are the main approaches of the qualitative research methods as indicated by Awuzie and McDermott (2017, p. 357). In inductive approach, the development of the theory is done by the researcher based on the analysis of raw data (Thomas, 2006, p. 239), however in abductive approach; the new evidences about the theories could be generated (Awuzie &

McDermott, 2017, p. 360; Kapitan, 1992; Lipscomb, 2012; Tavory & Timmermans, 2014). Now, it is clearly noted that the abductive approach was followed in this study, since the theoretical concepts were detailed with the research data.

4.4.2. Stages of Data Analysis

Three stages were followed during the data analysis, which can be called as Gioia methodology (Gioia et al., 2013; Reay, Zafar, Monteiro & Glaser, 2019). It should be noted here that during the all coding process, researcher and his supervisor coded documents in separate time periods, and then they come together to discuss the results in order to reach facts of the field. These discussions have taken until revealing the facts. So, there was no any other ‘outsider’ coder, however it was in the study of York, Hargrave and Pacheco (2016, p. 586) in order to stating the trustworthiness of the coding. This was a limitation of this study, but the great effort was performed by the coders to cope with that limitation during the coding. Firstly, as literature stated that researcher has to deal with the raw data by performing any initial coding (Glaser, 2016, p. 109; Khandkar, 2009). In this study, line-by-line coding (Charmichael & Cunningham, 2017, p. 62) was performed by the researcher and supervisor. Through this, coders realized the empirical reflections of the data by noting any theme which can be categorized under the conceptual category (Glaser, 2016). In the second stage, coders classified these empirical codes under the conceptual codes (Carmichael & Cunningham, 2017, p. 67). This stage is identified as ‘axial coding’ by Charmaz (2006, p. 60-62) and Scott and Medaugh (2017). By the axial coding the chance had been caught to show the relationship between the categories (Carmichael & Cunningham, 2017, p. 67; Scott & Medaugh, 2017). So, the data structure of the research can be seen in Figure 7. The empirical coding was divided into the two categories to show institutional logics and mechanisms. The reflections of the institutional logics had been coded and then institutional pluralism was revealed in the field. In the institutional logics category, it is seen that company might see the electricity production as a public mission or not; Government enacts the regulations to make guarantee of the electricity supply; company might see the electricity production as a product to make a profit; company takes preventions during the production process not to give harmful to the environment; the privatization of the public power plants are seen; private power plants are opened to produce electricity, the regulations are made to protect the environment during the generation of electricity; Government gives purchase guarantee to the power plants which they produce electricity from the renewable resources. So, are there any reflection of public,

market, and environmental logic? This question can be answered according to these empirical codes. Second category is about the mechanisms to manage this pluralism. One of the reflections of the mechanism might be that company uses any type of raw material by ignoring the environmental concerns. Company applies this so that performing a public service. And this was coded as ignoring the demands of the other institutional logics. However, in spite of the fact that it is expensive, company attachment some infrastructural investments to decrease the carbon emission. This practice might be applied to reflect the environmental logic and market logic simultaneously. This practice is coded as grafting mechanism. Company uses efficient raw materials in order to make huge profit and also meets the demands of environmental logic. Company applies this so that performing market logic and environmental logic simultaneously. And finally, if company builds tunnel to protect the nature while producing the energy, and if company builds power plants where the water level is high, they can be coded as hybridization. During the coding, the effort had been performed to identify are there any single application of these or integration of these applications that are hybrid mechanism (Battilana & Lee, 2014). During these, the coders focused on identifying the types of the mechanisms. These mechanisms might be 'grafting' or 'bridging' (Purdy & Gray, 2009; Smets et al., 2015). If there is seen an addition of the elements of the different institutional logic to the existing structure, it is concluded that 'Grafting' mechanism is used (Purdy & Gray, 2009). If there is seen a link between institutional logics by the mechanisms, it is concluded that 'Bridging' mechanism is used (Purdy & Gray, 2009; Smets et al., 2015). Finally, if institutional logics are hybridized under the one practice, it concluded that hybridization mechanism was used (Battilana & Lee, 2014).

In the third stage, it is tried to be understood what the relationship between the institutional pluralism and mechanisms is. Under which condition, which mechanism was used? These questions were tried to be solved in the third stage.

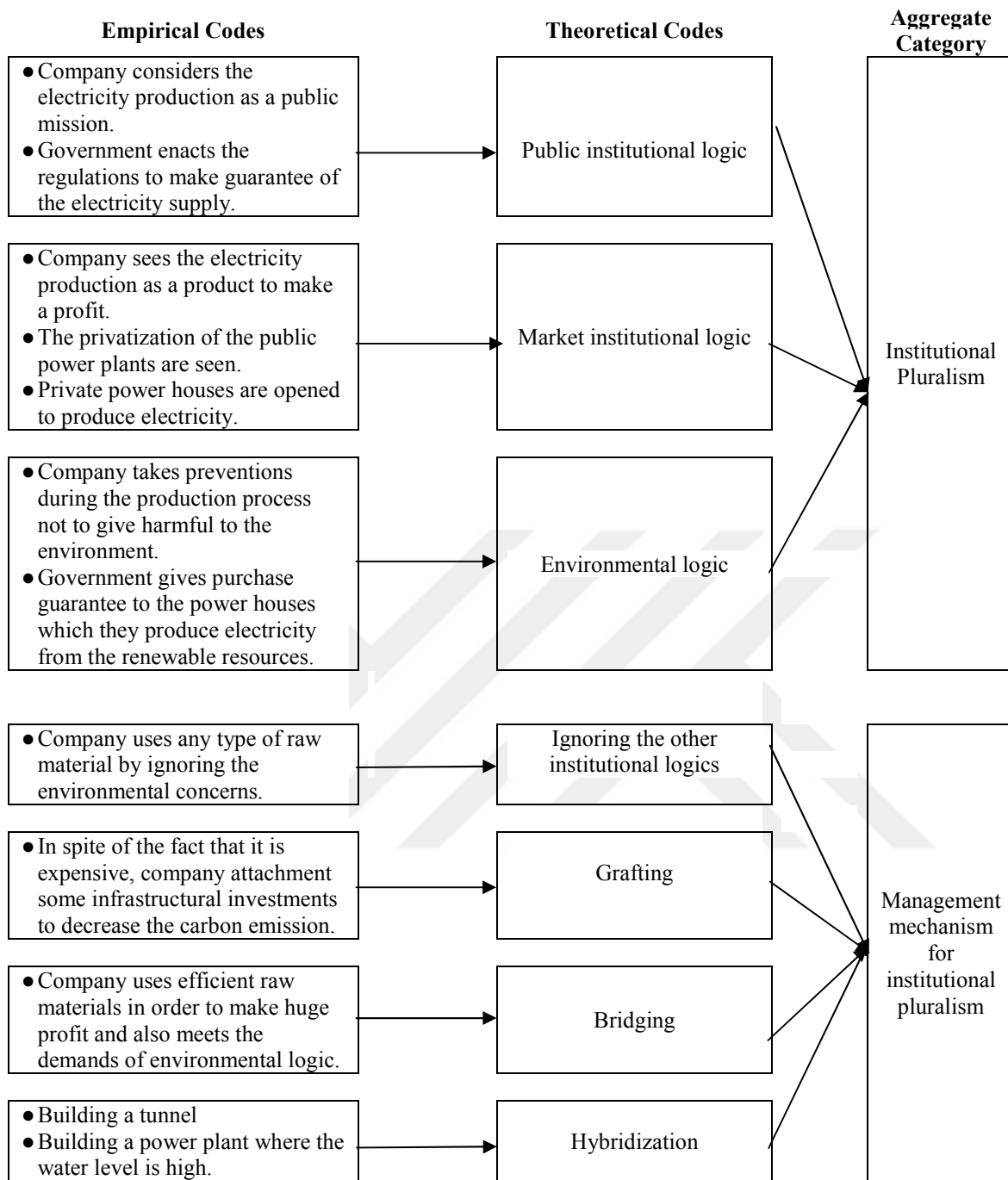


Figure 7. Data structure

CHAPTER V

FINDINGS

The coding results show that after 2001 the institutional pluralism aroused due to the changings in the regulations. In addition to that, hybridization, grafting and bridging mechanisms had been used to manage this pluralism.

5.1. Development of Institutional Logics in Turkey Electrical Energy Sector After 2001

The 4628 law no that was enacted in 2001 in the Turkey electrical energy sector, where was dominated by the state in production, transmission, and distribution before 2001, paved way for the privatization of state-owned power plants. Another remarkable point in this period was the giving the permissions to the private entrepreneurs to open new power plants. It was seen that these developments has changed the situation in the field conditions. Because pre-2001 statist logic had prevailed in the field, and then market logic has increased its dominance in the field after 2001. An interviewee confirms this idea with the following words (The words in parentheses in the interviewee's statements given in the next part of the study are added by the researcher):

“Electricity generation, which is regarded as a public service, started to be managed with market and environmental logic along with privatizations. The public has always been involved in the energy sector as a market organizer. The distribution is divided into 20 regions and is completely privatized. Its transmission is in the hands of the public, but the transmission in Germany is in the hands of the private sector. 80% of electricity production is privatized. Dams are not privatized. If we look at the reason, it totally depends on political reasons. The main reason for switching from public to private is that the resources of the state for electricity production are inadequate and insufficient. At the same time, the state's electricity production facilities were very old and inefficient. ”

These conditions caused the changes in the operation of the sector that induced to the confliction demands on the power plant owners to cope with. In fact, private power plants see the power generation as a product to earn profit, however government sees that it is a public service. Because government states that electricity is an input to survival of the social and industrial life in the country. An interviewee explains this with the following words:

“The state is able to sell at the price it wants because there is no investment cost in the dams it produces electricity. It is not good for the state to be an actor in the market, it would be better if free market conditions were valid. There's an electricity exchange. The state buys electricity on demand. If there is not enough demand, the state is telling private companies to stop producing electricity. This causes huge losses for private companies. The cost of opening is a separate cost. The state covers the fixed cost of private companies stopping electricity production. When firms produce electricity, the state pays the variable costs.”

From this interview notes it is also understood that government has embarked on some amount of the cost to maintain the supply of electricity. However, this condition creates a pressure on the producers in order to reduce the production costs and to adjust the production level according to the demand level to make a profit in the sector. Apart from this, it is understood that the sale price of the electricity generated is purchased within the market mechanism but the public sector plays a role in determining the demand level and this creates pressure on the private firms in terms of determining the rate of the prices. It is seen that the producers are under pressure to make production which is a requirement of public logic and to sell it to the citizens at any cost. On the other hand they have noticed that they should be able to make a sales price above the production costs. An interviewee explained this with the following words:

“Full liberalization is beneficial. Price will be formed in the market and offers will be given according to those prices. The presence of large power plants in the state affects the market negatively. The fact that the state is an actor, who regulates prices. And this disrupts the balances in the market. Liberalization is a controversial issue. Prices may rise if there is complete liberalization. Therefore, the legislator must avoid all speculation. Even if the state is not a direct actor, it can balance the law. Use taxes. Strategies should be implemented according to supply and demand relationship. Free market can set any price. Therefore, the state can set lower and upper limits. ”

Another interviewee describes the post-2001 situation as follows:

“In 1998, because of the energy bottleneck, the government guarantees the purchase and buys electricity from companies. Today, the state is still an actor and has not withdrawn from the market. The price is determined by the state. The private sector is complaining that this is disrupting the market. ”

However, the fact that the market logic in the post-2001 area has gained much space but it is seen that the relatively weak public logic has evolved in a different direction with the Kyoto protocol which was signed in 2009. This evolution led to the pressure on countries participating in the Kyoto protocol to emit less carbon emissions to nature. This leads to a significant strengthening of the environmental logic that advocates that the waste generated during the production of electrical energy should not harm living organisms and natural life. In fact, this situation can be said to vary according to the type of electricity production. From document analysis, it is understood that hydroelectric power plants installed near the water resources might disrupt the ecosystem. However coal is used in electricity generation in thermal power plants. So, any possibility of usage of the less quality coal might increase the carbon emission. One of the environmental pressures that the thermal power plants remain in the investigations is that the water to be heated should be taken from the source and should be left to the nature in pure form after the process. Accordingly, it can be understood that thermal power plants are pressed to develop a mechanism for the use of efficient coal, which doesn't pollute the nature. They also should develop mechanism to treat the water well.

In this case, the companies involved in the production of electrical energy experience cost and price pressures on the one hand, while on the other hand they feel pressure to design their production in a way that is least damaging to nature. First of all, it is understood how important the resource to be used in electricity generation is in terms of compliance with environmental logic. An interviewee describes the potential damage of the hydroelectric power plant to the environment in the following words:

“...After the arrival of Suleyman Demirel, electricity production from dams such as the construction boom has exploded and has become more important. However, it was later realized that hydroelectric power generation was harmful to the environment. In addition, the land of the fertile plains might be inundated and the yield might not be obtained...”

While the energy source used in production is evaluated in terms of efficiency and cost, on the other hand, production needs to be done in accordance with environmentalism. In this case, the interviewees stated that lignite coal is cheaper, inefficient but accessible, but it is also harmful for the environment. The interviewees explain this situation with the following words:

“...Using domestic coal is far more costly and does not save firms in an economy of scale...”

“Imported coal is preferred because it is easier to be picked up and then processed through the port in the region where electricity is produced. And that's how the cost goes down....”

In this way, it can be said that environmental logic, which has increased considerably in the field after 2009, puts pressure on the enterprises in terms of low cost, efficiency and use of more environmental resources. This can be understood from the interviewee's words:

“...Due to environmental pressures rather than cost, production has been shaped according to type of the source. The signing of the Kyoto Protocol in 2009 also had a lot of impact on the emergence of environmental pressures. Business turned to environmental concerns from economic aspects in electrical power generation...”

During the document examinations, the following statements have also supported that companies are under the pressure of producing the needed energy with public service understanding. There is no exact clarity in determining the amount of production. One interviewee explained that this would create a cost in the market logic:

“...Energy demand is received on a daily basis. The cost of stopping and resuming the plant is very high. It costs \$ 50,000 if the state says stop, and that's a huge cost....”

It is understood from the interviewer statements and document examinations that public logic, market logic and environmental logic started to be effective in the Turkey electrical energy sector after 2001. This situation created pressures on the owners of the power plants to manage the pressures stemming from institutional pluralism by certain mechanisms.

5.2. Mechanisms to Manage the Institutional Pluralism that Developed after 2001 in the Turkey Electrical Energy Sector

This study was conducted to reveal how enterprises react against institutional pluralism seen in the field after 2001. It can be said that Companies A and B included in the research use different production sources. Company ‘A’ produces hydroelectric power, while Company B produces electricity using thermal power plants based on coal. This has created a difference in the mechanisms that both companies will apply in order to manage the pressures they face in terms of selecting the source of production due to environmental logic and production processes. It is understood that the company A, which produces energy from the

hydroelectric power plant, adapts to the environmental logic on one side and the market logic in a way that reduces the cost in production. An interviewer from company 'A' stated that while the company A is burying its power plant to underground by means of tunnel. They accomplished the giving minimal damage to the environment, and they increased the efficiency of production and protected the natural life in the production of electric energy. The notes are as follows:

“ ... When it became clear that the electricity produced from Hydro was harmful to the environment, there were some changes in the form of production. Power generation was carried out in the tunnel. The low cost of investment and protection of the environment has been the most important feature of this system. ... ”

This action of company A can be said to be a hybrid mechanism that adapts to market logic for efficiency in production processes on the one hand in order to protect natural life.

On the other hand, the company B, which has a thermal power plant, also deals with environmental concerns. They also want to manage the conflicts that arise from market, public and environmental pressures. In observations and interviews, it was observed that the company B first changed the structure of the power plant against the compelling pressures from the government to protect the nature. Accordingly, an investment was made to prevent the emission of emitted gas generated by the use of coal to the plant. This investment, while filtering harmful gases released during the production process, also aims to produce raw materials that can be used in different sectors through recycling. First of all, it should be stated that the investment does not cancel the coal use of the power plants, but also minimizing gas emissions to the nature while generating electricity by using coal. In other words, the structure added to the plant seems like a 'vaccine'. An interviewee from company B describes how to reduce emissions through the system:

“...At the power plants, imported coal comes from South Africa and Colombia. Imported coal comes by ships, is taken by crane, turned into powder and brought to the dock. It's being moved to a closed manufacturing facility. The Denox system holds sulfur, the electrosteryl system holds dust. Environmental investment in the power plant is greater than the area from the power plant and costs almost more. The power plant has no well water, they take all the water from the sea and leave it back to the sea. Care is taken to the temperature of the water and it is harmlessly transformed into the sea. Limestone is produced for gypsum and sold to cement factories. New processes are being produced from waste. Waste is being recycled and sold as a new

product. Products suitable for storage are emerging. So there's a landfill waste facility. It's stored even if it's not sold. The ash that emerges in the process of electricity generation is very valuable and is exported..."

Another practice that Company B has carried out in order to manage environmentalist logic is the system developed for the transfer of sea water to the sea again as pure water. Apart from this, it can be said that the controls carried out with observation laboratories established within the electric switchboard are carried out to meet the demands of the environmental logic. An interviewee from company B describes the condition as follows:

"The resulting emissions are constantly measured and recorded. The governor's office checks emissions benchmarks online. There are also water and coal laboratories. Control room high efficiency and environmental standards are constantly observed..."

In another interview held at company B, it was stated that the harm to the environment from the use of coal has been reduced and the production processes were adjusted accordingly:

"...Foreign sources such as imported coal and natural gas were encouraged in the 2000s. (Company B) was founded in 1999-2000 with government incentives and was based on imported coal. It was established as a build - operate power plant. Sources with low sulfur content are being used, productivity is too high and environmental damage is being minimized. There is regulation but it falls even lower. Environmental Protection is very high."

How company B adjusts the production processes according to environmental logic? The following notes were taken from video that was watched by the researcher and supervisor at B Company is about the:

"...When transporting coal, precautions are taken to avoid dust with a completely closed system. The coal mill is heated at 1300 degrees Celsius. The water evaporates and the steam goes into the bleachers. The high temperature and steam are spinning the wings. It's transferred to the generators and turned into energy. An interconnector system is used to cool seawater. The quality of the water is maintained and dumped back into the sea. It doesn't affect seawater in any way and it doesn't damage the ecosystem. The gases that come out of the chimney filter out into the air. Pollutants in the flue gas are retained and turned into gypsum..."

According to this, it can be said that the production resources in Company B are managed by a hybrid structure in which both environmental and market logic are involved. On the other hand, during the production process, it can be claimed that the system placed in the market logic under the pressure of environmental logic is managed by grafting mechanism.

It is concluded that in order to manage the institutional pressures that arises from environmental and market institutional logics, companies paid attention during the selection of production resources and designing the production processes. It was also seen that they faced with the pressures of public, market and environmental institutional logics in terms of cost and pricing of the energy produced. In fact, it is seen that the public sector goes to a pricing mechanism to encourage the use of environmental resources. It is possible to understand this situation from the following words of an interviewee:

“...The state guarantees the purchase of electricity to the private sector, which is why the government directs all sources of electricity production. But the government applies different purchase tariffs per KW. Hydroelectricity is purchased by the state for 10 cents per KW. Electricity production from Thermic is purchased by the state for 13 cents per KW. The state buys electricity from wind and solar energy by paying 15 cents per KW. The reason is to promote the generation of electricity from renewable energy sources. In order to protect the environment, the state applies tariffs in this way. ”

An interviewee from company B described the used mechanism he has undertaken to manage institutional pluralism:

“While the emission limit was set at 1000 milligrams, even in the 2000s it operated with an emission limit of 400 milligrams. Environmental measures in accordance with European standards have been taken by the board with foreign investment. (B Company) after the establishment of 5 more electricity generation plants in the same model was established. Because (Company B) has been the model. But in others, there was no guarantee of purchase by the state. In others, less cost, more production and environmental damage are minimal. When the Model was successful, it was modeled by other companies and found value for use...”

In the document examinations conducted for company A, it is observed that the company should reduce costs while designing a production process in accordance with environmental

logic, but they determine the amount and prices of production according to the demand that will occur in the electricity exchange.

Table 6.
Institutional Pluralism and Management Mechanisms

Practice where institutional pressure comes from	Institutional Logic supporting institutional pressure	Practice of Company A	Mechanism used by Company A	Practice of Company B	Mechanism used by Company B
Resource Used in Production	Environmental and market logic	Building where water supply is high	Hybridization (Battilana & Lee, 2014)	Using coal with high efficiency and low environmental impact	Hybridization (Battilana & Lee, 2014)
Production Process	Environmental and market logic	Building a tunnel	Hybridization (Battilana & Lee, 2014)	Add an environmental system to an existing structure	Grafting (Purdy & Gray, 2009)
Production level and pricing	Public and market	Compliance with the production amount and price in line with the demands of the public and market demand	Bridging (Purdy & Gray, 2009; Smets et al., 2015)	Compliance with the amount of production and price generated according to the demands of the public and the market.	Bridging (Purdy & Gray, 2009; Smets et al., 2015)
Production costs	Public, market and environmental	Reducing production costs but using less harmful resources	Bridging (Purdy & Gray, 2009; Smets et al., 2015)	Use of resources that reduce production costs but are less harmful to the environment	Bridging (Purdy & Gray, 2009; Smets et al., 2015)

So, if these mechanisms are compared with the findings of institutional theory literature, what kind of matchings and controversies might be seen? Table 6 shows the kinds of practices that A and B companies applied in terms of the type of resource used, production process, production level and pricing and production costs. And also Table 6 shows that what kinds of practices are used to manage by comparing the literature. One of the pressures faced by companies in the sector is the type of resource to be used in electricity generation that is efficient and does not harm the natural life. It can be said that the hydroelectric power plant of the company A is capable of responding to market logic and environmental concerns by constructing the water source in a high volume location. On the other hand, the use of

imported coal, which is less harmful to the environment but efficient in production, by B company with thermal power plant points to the hybrid strategy showing that the market and environmental logic are responded together (Battilana & Lee, 2014; Jay, 2013; York, Hargrave & Pacheco, 2016). The second type of practice in which firms feel institutional pluralism is how to shape the production process. The confrontation of firms with environmentalist and market logic has revealed the need to manage the environmentalist pressures aimed at protecting natural life together with productivity and profit concerns that are required by the market logic. Company A has decided to partially transform the electricity production it develops due to the hydroelectric power plant. The action here is that Company A has chosen to build a tunnel-type hydroelectric power plant in order to preserve natural life instead of building a conventional hydroelectric power plant. This trend is not in the form of abandoning market logic and taking into account environmental logic in its entirety. So much so that the firm has designed this action in such a way as to achieve efficiency in the production of electricity. This situation has led to the application of both institutional logics. Accordingly, this transformation did not develop as Purdy and Gray (2009) mentioned that a different logic alters the other logic altogether. Developing a tunnel-style production process is a hybrid strategy in which both logics are synthesized (Battilana & Lee, 2014). What B does in the production process is partly different from A? Company B has integrated the denox system in the structure of the thermal power plant in order to protect natural life in order to minimize carbon emissions. This integration did not lead to a complete transformation of the existing system. In other words, the company has not given up the thermal power plant and started to use renewable energy sources. However, Company B has redesigned the existing power plant, which is the necessity of environmental logic and for the compelling pressures of the legal authority, in accordance with the requirements of environmental logic. The system, which was added in this design process, decreased carbon emissions to the legal limits, while at the same time this system give opportunity to generate revenue through the recycling of solid and gas wastes during the electricity production process. This implementation type of Company B coincides with the grafting mechanism mentioned by Purdy and Gray (2009). Purdy and Gray (2009) identified 'Grafting' mechanism that is alternative solutions have been installed to current system without leaving the previous entire structure. It can be said that this application made by the Company B conforms to the grafting mechanism described by Purdy and Gray (2009).

Another type of practice that companies faced with institutional pluralism is production level and pricing. In this particular practice, companies stated that the public received electricity from them in order to provide uninterrupted electricity service, but this purchase was regulated with certain limitations. For example, in order to encourage the generation of electricity produced from environmental sources, government shows tendency to purchase electricity that produced from the renewable energy-based power plant. Government gives the purchase guarantee at higher price level, too. An interviewee explained this with the following words:

“..... The government encourages renewable energy sources and buys them at higher prices. EEI (Energy Exchange Istanbul), the state institution, determines the electricity prices on a daily basis. 200 pounds in the market because of environmental pressures selling the goods to 350 pounds. The state says that if electricity is being produced by RES (Renewable Energy Sources), you have to buy it. So in this case the market is deteriorating. The state regulates the last price. SMRES (Supporting Mechanisms For Renewable Energy Sources) sets the entry price. The government sets the selling price. There are missing fugitives. Unpaid rate in the East is 30%. The total installed power in the production part is 90,000 Megawatts. The peak load is 40,000 Megawatts. 50,000 Megawatt is wasted. While EEI determines the supply and demand, the firms make bids 1 day in advance. The lowest price gives hydro's, more than natural gas. When nuclear power comes into play, the government will guarantee to purchase and the market will deteriorate again. 300 pounds in the public market 650 pounds of goods are guaranteed to purchase. Market logic finds balance in a competitive environment. But the public business is disturbing...”

Besides that companies feel the institutional pressures of the market and environmental logic in terms of production costs, on the other hand, feel the public concerns in order to deliver electricity that is a public commodity without interruption. The need for firms to determine the amount of production, manage the pressures to protect natural resources and to reduce production costs as required by market logic has emerged due to pricing and environmental concerns. It should be stated here that companies are obliged to act in accordance with public logic because the public regulates the system. The dynamic in this is that the public acts as a mediator between the producer and the user. While the public gives priority to renewable energy sources due to environmental logic, the producers feel electricity production as a public duty. And also they have to price within the market mechanism in

order to earn profit from production. According to these, the public in the system can be said to be effective in determining the amount of production, shaping the price and improving this pricing and demand according to the source to be used. All these have created the need for firms to carry out institutional pressures arising from public, environmental and market logic by establishing a communication with the public, i.e. a connection. It is possible to understand that from interviewee's statements that the power plants operate in a public manner:

"...Company B is an efficient power plant that works for 8000 hours. Public relations are important and there is constant communication. The Ministry of energy, TETCC, TETC are agreement partners. There are also requests that are appropriate for the public interest and we contribute. There are official requests for the environment and we act in partnership with the Ministry of Environment and Urban Planning. Environmental policies are being pursued and supported. Reports are being shared with the ministry and hard work is being done..."

From these statements, it has led companies to manage institutional pressures stemming from public, environmental and market logic by bridging logic. This bridge is that the actors act in these two practices, so-called so that the actors move between the logic. This is in line with the bridging mechanism mentioned by Smets et al. (2015, p. 961).

CHAPTER VI

CONCLUSION AND RECOMMENDATIONS

6.1. Conclusion and Recommendations

Before the 2000s, the Turkey electrical energy sector, which was dominated by the public in production, transmission and distribution, started to be liberalized with the law enacted in 2001. However, the protocols signed for the reduction of carbon emissions in emerging international environment together with the head of Turkey's accession has also been observed that environmental concerns. However, with the liberalization experienced in 2001, the public sector was not completely withdrawn from the electricity generation sector, and it was seen that it established a bridge with the end user in the purchase of electricity from power plant belonging to private enterprises. This situation has seen that electricity, which is a public good before 2001, became a commodity in the market after 2001, but the public could not turn into a market product with this action. Particularly, the environmental concerns that emerged in the field after 2009 emerged as the need for businesses operating in the sector to continue their activities under multiple institutional logics, public, market and environmental. In this study it is showed that organizations apply to hybridization (Jay, 2013), grafting (Purdy & Gray, 2009) and bridging (Purdy & Gray, 2009; Smets et al., 2015) mechanisms to manage the institutional pluralism. The Company A, which performs production from hydroelectric power plants, chooses the production resources, integrating the practices of market and environmental logic in a single activity. This designates the usage of hybridization strategy. The Company B which produces electricity from the thermal power plant preferred high energy efficient imported coal. And on the other hand they were successful to meet the principles of environmental logic. In the design of production processes, it was found that A and B companies resort to different mechanisms. According to this, while building a tunnel-type hydroelectric power plant, Company A was able to implement an application both for protecting the ecosystem where the power plant is located and increasing efficiency in energy production. In this mechanism, which can be called hybridization (York et al., 2016), both environmental and market logic manifested at the same time. In order to reduce carbon emissions from coal use, Company B installed an environmentally friendly system in its existing plant structure, thereby reduced the level of carbon emission without reducing the efficiency and profitability required by market logic. We called this as usage of Grafting mechanism (Purdy & Gray, 2009), that prevents the elimination of market and environmental

pressures. The development of public concerns along with market logic in determining the production level and prices of electricity forced the organizations to respond to these pressures. At this point, it is seen that the public sector has left the production amount to the nature of the demand that may develop within the market mechanism and that the market logic has found its place in these practices. In order to encourage the usage of renewable energy sources instead of fossil fuels, the government prioritizes the purchase of renewable energy and makes this purchase at higher price in order to be indirectly effective through these practices. And thus, it is necessary for companies to develop a mechanism to reduce production costs to be successful in the competition. So, it is understood that while obeying the demands of public and environmental institutional logics, also demands of the market logic should be met. It can be called as Constellations of institutional logics (Goodrick & Reay, 2011; Greenwood et al., 2011, p. 322; Kodeih & Greenwood, 2014). The bridging (Smets et al., 2015) points out that A and B companies are linking logics to manage this institutional pluralism stemming from market, public, and environmental logic.

In summary, in this study, hybridization, grafting and bridging mechanisms are used together for the management of multiple institutional logics in Turkey electrical energy sector after 2001. In this study, management mechanisms of institutional pluralism are shown. However, it is unclear that how the organizational identities are effected (Battilana & Dorado, 2010; Jay, 2013) due to the usage of these mechanisms. Another point that cannot be determined in this study is whether there is a relationship between the usages of different mechanisms in different practices. In other words, the relationship between grafting (Purdy & Gray, 2009) and bridging (Smets et al., 2015) has not been clearly identified. Further studies to address this curiosity may clarify the issue of institutional complexity (Greenwood et al. 2011), institutional pluralism (Kraatz & Block, 2008), and management of multiple institutional logics (Reay & Hinings, 2005; 2009). There is a time constraint due to being a master thesis study. So, the relationship between institutional pluralism and the type of mechanism used in its management has not been completely identified. The further studies that will be done in different sectors might indicate the new directions of the relationship between the institutional pluralism and management mechanisms. And also these studies might test the results of this study.

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APPENDICES

Appendice 1: Semi-Structured Interview Form

1. Can you explain the development of Turkish electrical energy sector and why your company entered this sector? What resources do you benefit from in electricity generation? Why do you prefer these resources?
2. There is a transformation in the Electricity Market from public to market. How did this transformation affect you?
3. How do public and environmental expectations affect you when achieving your business goals?
4. How do you define your business?
5. How do your production processes differentiate from businesses that use public and other renewable energy sources?



Appendice 2: Resume

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Education Information

2017-2020: M. Sc, Adana Alparslan Türkeş Science and Technology University, Graduate School of Social Sciences Department of Management Information Systems, Adana

2018-2019: Çukurova GIAD Academy, Management Business Academy-MBA, Adana

2012-2017: Bachelor of Science, Cukurova University Faculty of Economics and Administrative Sciences, Econometrics

2006-2010: High School, Adana Emine Nabi Menemencioğlu

Business Status

2019-Present: Ender Stores, Manager

2019: WDSF International Open Latin Adult Adana, Organizer

2018-2019: Society For Innovative Breakthrough Projects, Board Member

2017: Adana Sheraton Grand Hotel, Front Desk Officer

2015-2016: Saper Insurance and Brokerage Services, Intern

2013-2015: Real Hypermarket Chains, Vault Supervisor (In Charge).

2012-2013: Financial Advisor Mahmut Özer, Trainee

Scholarships and projects

2019-2020: Strengthening Human Rights With Links Abroad, Italy

2019: Microphone Grant Program, Kids Learn Social Entrepreneurship

2018-2019: Erasmus Plus Project, Cultural Intelligence

2017: Export Function Of Turkey, Graduation Project

2012-2017: Adana Chamber Of Commerce Achievement Scholarship