

JPD | Journal of Politics and Democratization

E-ISSN 2449-26712449-2671

Vol. 5 Issue 8 Nov. 2024

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The Crisis of Secular Democracy in Turkey: Historical Dynamics and the Rise of Political Islam

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Abstract

This article reports on findings from my PhD thesis, *The Crisis of Secular Democracy in Turkey: Historical Dynamics and the Rise of Political Islam*. It examines the underlying causes of Turkey's secular democracy crisis by exploring the evolution of secularism and its relationship with political Islam. Starting with Mustafa Kemal Atatürk's vision for a secular Turkish state, the study investigates how authoritarian methods used to implement secular reforms created an inherent tension between secularism and democratic principles. Key turning points such as the military coups of 1960 and 1980 are analyzed as moments that reshaped Turkish politics, ultimately weakening democratic and secular institutions. Additionally, the influence of external factors, including regional instability and shifting foreign policy, are considered in relation to Turkey's internal secular-democratic structures. Through qualitative analysis, including interviews and data from Polity 5 and The Economist Intelligence Unit, the study concludes that Turkey's failure to harmonize secularism with democratic values has led to authoritarian tendencies, as exemplified by Recep Tayyip Erdoğan's governance. Despite ongoing challenges, the resilience of Turkey's secular institutions and strong opposition forces continue to impact the nation's political trajectory.

Keywords: Secularism, democracy, Turkey, political Islam, Atatürk, military coups, Erdoğan, authoritarianism, Turkish politics, neo-Ottomanism, democratic crisis

General Overview

Turkey's political landscape presents a unique case of secularism intertwined with the complexities of a predominantly Muslim society. Since the founding of the Turkish Republic in 1923 by Mustafa Kemal Atatürk, the nation has sought to establish a secular and democratic state, diverging sharply from its Ottoman predecessor. Atatürk's reforms aimed to break away from the theocratic structure of the Ottoman Empire and lay the foundation for a modern, secular Turkey. These reforms, however, were implemented in an authoritarian manner, relying on strict governmental control and military backing to secure compliance. While these changes fundamentally altered Turkey's political and social identity, they created a paradox: secularism was enforced through undemocratic means, setting the stage for tensions that would later destabilize the very democracy it aimed to uphold.

Following Atatürk's death, Turkey faced multiple political shifts, including military interventions and the resurgence of political Islam, especially in rural areas. These events reflect the challenges of reconciling secularism with the democratic aspirations of a diverse society. Political Islam gained further traction with the rise of leaders who embraced more religiously oriented policies, shifting the ideological balance. This gradual re-Islamization, coupled with nationalistic sentiments, redefined Turkey's political landscape, leading to an era where democracy and secularism were frequently at odds.

Objectives of the Study

This study aims to provide a comprehensive analysis of Turkey's struggle with secular democracy, examining the underlying factors that have contributed to the erosion of democratic principles and the rise of authoritarianism. The objectives are as follows:

1. To trace the historical development of secularism in Turkey, focusing on the reforms initiated by Atatürk and the authoritarian methods used to implement them.
2. To investigate how democratic reforms, introduced in the post–World War II era, facilitated the rise of political Islam and the subsequent challenges to secular governance.
3. To analyze the role of military interventions, particularly the coups of 1960 and 1980, in shaping Turkey’s political landscape and its implications for both secularism and democracy.
4. To evaluate the influence of external factors, such as regional instability and Turkey’s foreign policy, on its internal secular-democratic structures.
5. To assess the contemporary political environment under Recep Tayyip Erdoğan’s administration, focusing on how political Islam has reshaped democratic values and institutions in Turkey.

Key Challenges

Turkey’s pursuit of secular democracy faces a set of enduring challenges, both internal and external. Internally, the secularism implemented by Atatürk, though transformative, left a democratic deficit, as it was accompanied by limited public participation and strict oversight by military elites. This created a secular elite who, while promoting modernity, struggled to connect with rural and religious segments of Turkish society. Consequently, the rural population and conservative factions began to view secularism as an elitist imposition rather than a democratic ideal, setting the groundwork for societal polarization.

Military interventions, intended to preserve the secular state, have paradoxically weakened democratic institutions, contributing to a cycle of instability and polarization. Each intervention, notably the 1980 coup, has left a legacy of diminished civil liberties, distrust in government, and increased receptiveness to religious political influence. These challenges were compounded by educational reforms favoring religious values, thus creating a cultural shift in urban areas that further strained the secular elite's influence.

Externally, geopolitical shifts, especially the collapse of the Soviet Union and conflicts in the Balkans and Caucasus, have led Turkey to reassess its regional influence through a neo-Ottoman and pan-Islamic lens. This shift, aligned with Erdoğan's policies, has intensified Turkey's engagement with Islamic identity in both foreign and domestic policies, contributing to an environment where secularism faces significant pressures.

The path toward secular democracy in Turkey has been fraught with ideological and institutional tensions, as secularism's authoritarian origins have posed long-term democratic challenges. The enduring influence of political Islam, compounded by internal divisions and external pressures, continues to challenge Turkey's secular framework. This study seeks to unravel these complexities, providing insights into the historical, ideological, and social factors that have shaped the evolution and the ongoing crisis of secular democracy in Turkey.

Research Design

This study employs a qualitative research approach to investigate the complexities of secularism and democracy in Turkey, tracing the historical evolution of these principles and examining the ideological and political forces that have influenced them. A qualitative approach is particularly well-suited to understanding the socio-political dynamics and nuanced shifts in Turkish society, as it allows for an in-depth exploration of attitudes, values, and institutional changes over time. Through this approach, the study aims to uncover the root causes of Turkey's secular-democratic crisis, while contextualizing its findings within the broader historical and socio-political landscape.

The research draws on a combination of primary and secondary data sources, including:

Interviews: Five semi-structured interviews were conducted with political scientists, historians, and analysts specializing in Turkish politics and secularism. The interviews were designed to gather expert insights on the evolving nature of secularism in Turkey, the political influence of military interventions, and the rise of political Islam. Interview

questions focused on the success of Atatürk's secular reforms, the level of public support for these reforms, the military's role in political developments, and the ideological shifts that have accompanied Erdoğan's administration. The semi-structured format allowed for flexibility, enabling the respondents to elaborate on key issues and provide unique perspectives.

Secondary Sources: The study relies on a range of secondary sources, including academic literature, historical analyses, and policy reports. Key sources include scholarly works on Turkish secularism and democracy, analyses of Atatürk's reforms, and assessments of Turkey's political environment under the Democratic Party and Justice and Development Party (AKP). Sources from The Economist Intelligence Unit, Polity 5, and the annual reports of global institutions provide data on Turkey's democratic ratings and institutional changes over time.

Archival Documents and Official Records: Archival documents, government records, and official publications were analyzed to assess legislative changes, military directives, and policy statements related to secularism and political Islam. These documents provide a foundational understanding of the legal and institutional measures used to implement secularism in Turkey and the evolving role of religion in state affairs.

Open-Source Data: Data from sources such as the Economist Intelligence Unit and Polity 5 were used to examine Turkey's democratic trajectory over the decades. These datasets offer quantitative indicators of Turkey's democratic and autocratic trends, providing an objective basis to assess changes in political freedoms and state control over religion.

The analytical framework for this study is structured around core methodologies:

Historical Analysis: Historical analysis is employed to trace the evolution of secularism in Turkey, beginning with Atatürk's reforms and extending through to the present day. By examining the historical context of key political developments, this analysis seeks to understand how secularism was institutionalized, the challenges it faced, and the socio-political consequences of military interventions.

Comparative Analysis: Comparative analysis is used to examine Turkey's secular-democratic experience in relation to other nations with similar religious or authoritarian backgrounds. This allows for a broader understanding of secularism's viability and challenges in predominantly Muslim societies and provides insights into the unique factors that shape Turkey's secularism.

Content Analysis: Content analysis was conducted on policy documents, speeches, and legislative acts from various political eras, including the Atatürk, Democratic Party, and AKP periods. This approach enabled a systematic examination of the language and themes used to frame secularism, democracy, and political Islam. By analyzing the content of these documents, the study identifies shifts in state rhetoric, ideological positioning, and the political use of secularism and religion.

Case Studies: The study utilizes case studies of significant political events, including the 1960, 1980, and 1997 military coups, to explore their impact on secularism and democracy in Turkey. These case studies highlight the relationship between military interventions, political Islam, and secularism, allowing for a focused analysis of critical junctures in Turkey's political history.

Limited Access to Primary Sources: Certain primary sources, especially official documents related to Turkey's military interventions, were difficult to access due to government restrictions. This limitation necessitated reliance on secondary sources and historical interpretations to construct a comprehensive picture.

Given the sensitive nature of the topic, some respondents were hesitant to discuss certain political developments openly, particularly regarding recent political shifts and the role of Erdoğan's administration. To address this, assurances of confidentiality were provided, and open-ended questions were used to allow participants to discuss sensitive issues more freely.

Since a significant portion of Turkey's historical records and academic literature is in Turkish, the process of translation posed a challenge. Efforts were made to ensure accuracy

in translating key terms, especially those related to secularism and political Islam, as slight nuances in terminology could affect the study's findings.

Key Events and Historical Developments in Turkey's Secular and Democratic Trajectory

This chapter presents an overview of significant events that have shaped Turkey's secular and democratic journey. These events reflect the complex interplay between secular reforms, political Islam, military interventions, and the evolving role of democracy. The following account is based on primary and secondary sources, historical documents, and expert interviews that have contributed to understanding Turkey's unique political context.

Mustafa Kemal Atatürk's leadership marked a pivotal period for secularism in Turkey. After the fall of the Ottoman Empire, Atatürk sought to redefine Turkey as a secular, modern state. His reforms aimed at institutionalizing secularism involved significant changes:

Abolition of the Caliphate: In 1924, Atatürk abolished the Caliphate, symbolizing a clear break from the Ottoman legacy of religious governance. This act was intended to reduce Islam's influence on Turkish political and public life.

Educational Reforms: Secular education policies were implemented to replace religious schools with state-run, secular institutions. This was a crucial step in establishing secularism at the societal level, intending to create a population aligned with modern, secular values.

Legal and Civil Reforms: Atatürk's administration replaced Islamic law with secular civil law based on European models. The adoption of the Swiss Civil Code in 1926 was one of the cornerstones of these legal reforms.

These reforms were enforced through authoritarian means, often using military power to suppress dissent. Despite achieving some level of secularization, this period planted seeds of resistance, as many Turks continued to view Islam as integral to their identity.

Following World War II, Turkey transitioned toward a multi-party system, leading to the rise of the Democratic Party (DP), which won the 1950 elections. The DP, led by Adnan Menderes, represented a shift from the rigid secularism of Atatürk's Republican People's Party (CHP) to a more moderate approach that recognized religious elements in public life. The DP permitted the reopening of religious schools and allowed the call to prayer to be recited in Arabic, reversing some of Atatürk's strict secular policies. The DP's policies spurred socio-political divides, with conservative rural populations largely supporting the DP's pro-Islamic stance, while the urban secular elite remained aligned with the CHP's strict secularism. Amid rising tensions and political polarization, the Turkish military staged a coup in 1960, citing concerns that the DP's policies endangered Atatürk's secular legacy. The coup led to the execution of Menderes and the restoration of more secular policies, emphasizing the military's self-perceived role as the guardian of secularism.

The 1970s were marked by political instability, economic challenges, and ideological conflicts between leftist and rightist factions. The resulting social unrest led to the military's intervention in 1980, resulting in another coup. The military justified the coup by arguing that secularism and national unity were at risk.

A new constitution reinforced military influence in politics while also introducing policies that paradoxically encouraged moderate political Islam as a counterbalance to leftist ideologies. This marked a departure from previous secular strategies, as Islam became a tool to promote national unity.

The military authorized the opening of imam-hatip schools, religious institutions aimed at educating clergy, which ultimately broadened religious education's appeal to the general population. This expansion laid the foundation for future political mobilization rooted in Islamic values.

The political atmosphere created post-1980 fostered the rise of Islamist parties, including Necmettin Erbakan's Welfare Party (Refah Partisi). By mobilizing religious communities, Erbakan gained popularity, marking a shift from a solely secular state to one where political Islam was gaining ground.

In the 1990s, Erbakan's Welfare Party gained significant support among conservative Turks, especially in rural areas, advocating for policies that resonated with traditional Islamic values. Erbakan's rise to the position of Prime Minister in 1996 signified the potential for political Islam to govern Turkey.

Erbakan initiated policies that encouraged Islamic practices, including state-sanctioned religious events and programs supporting Islamic banking. His government attempted to strengthen Turkey's relationships with Muslim-majority countries.

Known as the "postmodern coup," the 1997 intervention by the Turkish military did not involve overt force but pressured Erbakan to resign, ultimately banning the Welfare Party. This move reaffirmed the military's influence and underscored the ongoing tension between secular and Islamist forces within Turkey.

The Justice and Development Party (AKP), led by Recep Tayyip Erdoğan, emerged victorious in the 2002 elections, promising reforms and a departure from traditional Islamist rhetoric. However, over time, Erdoğan and the AKP began to pursue a governance model that merged conservative Islamic values with nationalist ideals, which has led to significant changes in Turkey's secular-democratic framework.

Under AKP rule, religious content in education expanded, and government policies increasingly reflected Islamic principles. The Directorate of Religious Affairs (Diyanet) became more influential, promoting Islamic values at a national level.

Following a failed coup attempt in 2016, Erdoğan implemented measures to centralize power, weakening democratic institutions. Emergency laws, the restructuring of the judiciary, and increased control over the media further eroded Turkey's democratic landscape.

Erdoğan has actively used Islam as a unifying force, portraying himself as the defender of Muslim values domestically and in foreign policy. This "neo-Ottoman" approach reflects his strategy to extend Turkey's influence, especially in regions with historical and religious connections to the Ottoman Empire, such as the Balkans and the Caucasus.

Erdoğan's administration pursued policies that framed Turkey as a leader in the Muslim world, providing support for Muslim communities abroad and asserting influence in conflicts involving Muslim populations. This approach often aligns with nationalist rhetoric, combining Turkish identity with Islamic solidarity.

Analysis of Turkey's Secular and Democratic Crisis

This chapter examines the implications of Turkey's secular and democratic trajectory through a detailed analysis of the historical events and policies discussed in Chapter 3. Drawing on a range of academic sources, historical data, and expert insights, the analysis explores how Turkey's unique approach to secularism, its struggles with political Islam, and the recurring role of the military have contributed to the ongoing crisis in achieving a stable secular democracy. The following sections provide an analytical perspective on the critical factors that have hindered Turkey's democratic development and the institutional challenges to secularism.

Atatürk's secular reforms were inherently authoritarian, as they were enforced through strict policies and military oversight. Although these reforms succeeded in institutionalizing secular principles, the methods used alienated significant portions of the population who felt their cultural and religious identities were under threat.

Atatürk's policies, such as the abolition of the Caliphate and the imposition of secular laws, were implemented top-down without broad societal consensus. Consequently, secularism was perceived as an elite-driven project rather than a value embraced by the entire society.

The rigid enforcement of secularism created resentment among conservative populations, especially in rural areas, where Islamic identity remained strong. This resentment laid the groundwork for the future mobilization of political Islam, as the population sought to restore aspects of its religious and cultural heritage within the political sphere.

The military's interventionist role, established during Atatürk's rule, became a defining characteristic of Turkish secularism. However, the repeated reliance on military

intervention created a paradox, as secularism was defended through undemocratic means, weakening the foundation of democracy in Turkey.

The transition to a multi-party system in 1950 represented a shift toward democratization, allowing religiously-inclined parties to gain political influence. However, this democratization process revealed tensions between democratic freedoms and secularism:

With the rise of the Democratic Party and later the Welfare Party, political Islam gained democratic legitimacy. Parties with a more tolerant stance toward Islam garnered popular support, especially in conservative regions. While these parties were democratically elected, their policies often challenged the secular framework, highlighting an inherent tension between democratic governance and secular ideals in Turkey.

The 1960, 1971, and 1980 military coups aimed to restore secularism but paradoxically weakened democratic institutions each time. These interventions reinforced the perception that secularism could not coexist with democratic choice, as secularism was repeatedly protected through anti-democratic means.

Following the 1980 coup, the military adopted a strategy that used moderate Islam as a counterbalance to leftist ideologies. This shift in policy marked the beginning of political Islam's institutionalization, as the state encouraged religious education and established a "Turkish-Islamic synthesis." Although this approach aimed to support national unity, it inadvertently strengthened the role of Islam in Turkish politics.

Under Erdoğan's Justice and Development Party (AKP), Turkey has experienced a gradual shift toward authoritarian governance, coupled with the strategic use of Islam to consolidate power. The AKP, especially under Erdoğan's leadership, gradually eroded secular institutions by appointing religiously-aligned officials and expanding the influence of the Directorate of Religious Affairs. This weakened the secular framework and fostered an environment where state policies increasingly reflected Islamic principles.

Following the failed coup attempt in 2016, Erdoğan used emergency powers to suppress opposition and limit press freedoms. The detention of political opponents and control over

the judiciary signaled a departure from democratic norms, indicating a preference for authoritarian control.

Erdoğan's "neo-Ottoman" rhetoric positions Turkey as a protector of Muslim communities, especially in former Ottoman territories. This strategy seeks to combine Turkish nationalism with Islamic identity, fostering domestic and regional support. However, this approach has marginalized secular groups and polarized Turkish society.

The complex interaction between secularism, democracy, and political Islam has led to an identity crisis within Turkish society. The competing visions of Turkey - as a secular, democratic state versus a conservative Islamic republic - have created deep political and social divides.

Turkey's approach to secularism differs from Western models, as the state controls and regulates religion through institutions like the Directorate of Religious Affairs. Rather than achieving a clear separation of religion and state, Turkish secularism has often involved the state's intervention in religious practices, a contradiction that has fueled criticism from both secularists and Islamists.

Political Islamists have often viewed democracy as a means to an end, using democratic institutions to gain power and implement conservative agendas. The AKP's electoral successes illustrate this dynamic, as democratic mechanisms were used to achieve policies that conflicted with Turkey's secular principles. The rise of political Islam and the re-emergence of neo-Ottoman ideals have polarized Turkish society, creating a rift between secular urban elites and conservative rural populations. This division has made it challenging to establish a cohesive national identity, with secularism and democracy remaining contested values.

Erdoğan's administration has used Islamic solidarity as a political tool in regions like the Balkans and the Caucasus, advocating for Muslim communities and seeking to expand Turkey's influence under the guise of shared religious identity. This approach aligns with Turkey's domestic policies promoting Islam, reinforcing Turkey's identity as both a Muslim-majority country and a regional leader.

Turkey's fluctuating relationship with the European Union highlights its struggle to reconcile its secular-democratic aspirations with its Islamic political dynamics. While Turkey's EU candidacy signaled a commitment to democratic reforms, the recent authoritarian turn under Erdoğan has strained this relationship, casting doubt on Turkey's ability to fulfill EU democratic standards.

Conclusion

Turkey was the first Islamic-majority nation to attain candidate status for EU membership. Despite the Ottoman Empire often being labeled the "sick man of Europe," Mustafa Kemal Atatürk's vision was for the Turkish Republic to evolve into a secular and democratic state. However, the institutional implementation of his reforms bore an authoritarian character, enforced by military power and a rigid approach toward opposition. This authoritarian foundation weakened the democratic spirit of Turkey's secularism. As a result, while Turkey's political elite was indeed secular, it was not democratic.

After World War II, the introduction of democratic reforms allowed politically conservative forces, including those sympathetic to political Islam, to emerge in Turkish society. These democratic forces, unlike Atatürk's rigid secular elite, were less fervent in enforcing secularism, thereby giving political Islam a foothold, especially in rural and conservative regions. The election of leaders like Celal Bayar and Adnan Menderes, who advocated a softer stance toward religion, underscored this shift. The military, as the guardian of Atatürk's vision, felt compelled to intervene, believing that their intervention was necessary to restore Turkey's secular principles. Yet, these interventions paradoxically undermined democracy itself, highlighting the incompatibility of secularism and democracy within Turkey's authoritarian structure.

Subsequent coups and interventions further polarized Turkish society. The 1980 coup proved particularly pivotal, as it not only halted democratic processes but also inadvertently compromised secularism. In an attempt to counter leftist ideologies, the military encouraged a Turkish-Islamic synthesis, leading to a more significant role for

religion in public life and providing a foundation for the rise of political Islam. Educational policies promoting religious schools created a base for future political leaders like Erbakan and Erdoğan. This ideological shift was used to undermine leftist forces, yet also legitimized political Islam's presence, especially as conservative, economically liberal right-wing parties capitalized on the emerging urban population with traditionalist leanings.

Despite the AKP's democratic electoral victories, democracy was instrumentalized as a means to advance religious conservatism, rather than an end goal. This approach led to a crisis of democracy under Erdoğan, as the shift toward authoritarianism and increasing religious influence directly clashed with democratic values. By progressively weakening secular institutions, Erdoğan fostered a political landscape where religious nationalism, embodied by neo-Ottomanism, rose to prominence, further polarizing Turkish society.

Turkey's identity crisis—caught between secular democracy and religious conservatism—has thus impeded the establishment of a stable democratic system. The state's control over religious institutions and its fluctuating commitment to democratic values illustrate the unresolved contradictions at the heart of Turkey's institutional framework. While Turkey remains officially secular, and not a closed autocracy, its model of secularism remains compromised by authoritarian legacies and the recent rise of political Islam.

In conclusion, Atatürk's reforms were secular in essence but authoritarian in execution, creating a secularism that lacked democratic underpinnings. As Turkey's political landscape evolved, democratization gave way to the resurgence of political Islam, ultimately leading to a secularism crisis fueled by the military's interventions and political Islam's democratic legitimization. The findings of this research underscore the complexity of Turkey's secular-democratic identity and highlight the ongoing challenges it faces in reconciling these two ideals.

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Political Engineering in the Asia-Pacific: Concepts and Impacts

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Abstract: Political engineering refers to the intentional design and manipulation of political systems and institutions by governing authorities to accomplish certain governance objectives. This approach has had a considerable impact on political landscapes throughout Asia and the Pacific, impacting everything from electoral procedures to power consolidation. This article investigates the fundamental principles and techniques of political engineering in the area, concentrating on the larger implications for democratic government and civil rights. The present investigation uses a qualitative research technique to explore case studies from countries such as Singapore, Malaysia, and China. It assesses how political engineering has been used to alter political dynamics through an in-depth examination of political reforms, electoral systems, and governance structures. Data were gathered from policy papers, democratic results, and academic literature. To offer a full insight. The findings indicate that political engineering in the Asia-Pacific frequently results from the consolidation of elite power and a decrease in political competition. Electoral changes have been systematically adopted, influencing opposition parties and voting turnout. While stable politics is preserved in certain cases, it frequently comes at the sacrifice of democratic freedoms and human rights. The profession of political engineering in Asia-Pacific emphasizes the need for carefully considering the long-term.

Key Words: Asia Specific, Democratic Stability, Electoral System, Governance, Political Engineering,

Introduction

Political systems in the Asia-Pacific area are constantly evolving, with purposeful alterations being made to achieve certain aims. (Reilly, 2007). These modifications, known as political engineering, have an important effect on government, participation by the public, and democratic processes. While such changes might promote political stability, they also pose serious challenges to basic democratic values by altering how power is distributed and individuals engage with their governments. (Hameiri & Kanishka Jayasuriya, 2011). Political engineering is the purposeful reworking of government procedures and structures. It includes amending constitutions, altering election systems, and influencing public opinion. These acts are not trivial changes. These include profound shifts that have the potential to redefine political engagement and responsibility. (Lawson, 2005). Following World War II, several Asia-Pacific nations passed new laws and held elections to move to democratic rule. However, when political dynamics shifted, many of these basic frameworks were modified to fit the interests of those in power, frequently undermining the same democratic institutions they were intended to support. Understanding the notion of political engineering is critical for assessing governance in Asia-Pacific, where a wide range of political regimes—from authoritarian regimes to rising democracies—use these methods. Political engineering has implications that reach beyond governmental institutions, affecting public trust, political involvement, and civil society's general health. (Reilly & Benjamin Reilly, Democracy and diversity: Political engineering in the Asia-Pacific, 2007). This study intends to shed light on the complex relationship between Political engineering and the local democratic landscape. This study will look at the methodology, aims, and implications of political engineering using extensive case studies from Myanmar, Japan, and Thailand. (Miller, 2014). It will look at how these techniques are used to consolidate power, retain control, and impact public debate, raising important issues about the future of democracy in Asia-Pacific. The major goal of this research is to examine the role of political engineering in changing government, public participation, and democratic values in the Asia-Pacific area. (Williams & Erin Elizabeth., 2009). By concentrating on case studies from Myanmar, Japan, and Thailand, this study will investigate the different methods and strategies used by various political regimes and

examine their consequences for the political environment. The inquiry will look into election system changes, constitutional revisions, and public discourse manipulation, with a focus on how these changes affect democratic government and civil society. (Beeson, 2009).

The value of this study stems from its contribution to the existing corpus of literature on political science and governance. It provides detailed knowledge of political engineering in an area with varied political systems. Furthermore, the results hope to educate policymakers and civil society groups on the consequences of political engineering activities, urging reforms that improve democratic accountability and participation. (Goldblatt, 2005). This study highlights the importance of thoroughly investigating the changing political scene in Asia-Pacific to raise awareness of potential threats and challenges to democracy. To guide this investigation, the following research questions were developed: What political engineering approaches and strategies do various Asian-Pacific governments employ? How do such actions affect public involvement and trust in democratic institutions? In what ways have past events influenced political engineering processes in Myanmar, Japan, and Thailand? What implications does political engineering have for the future of democracy in Asia and the Pacific? How do the consequences of political engineering differ among political regimes, and what variables influence these differences? Despite existing research on many facets of political systems in the Asia-Pacific, there is a significant lack of thorough evaluations of political engineering activities across numerous nations. Most studies concentrate on individual case studies or specific political events without considering the larger implications for democratic government. Furthermore, there has been little research on the connection between political engineering and civil society responses in various politics. This research aims to fill these gaps by conducting a comparative examination of political engineering in Myanmar, Japan, and Thailand, resulting in a better understanding of its impact on democracy and public engagement.

Literature Review

Regulatory Regionalism

This section examines the origins and history of regional governments in the Asia-Pacific, with a special emphasis on regulatory regionalism. Regulatory regionalism is defined as governance approaches that operate inside national political systems yet cross boundaries, affecting policy across varied institutional contexts. Hameiri and Jayasuriya (2020) define this governance model as a type of territorial politics in which regional players traverse overlapping political arenas of both regional and national governance. This viewpoint emphasizes the strategic activities taken inside these institutional contexts that are impacted by the larger political setting in which they operate.

Electoral Reforms and Governance Innovation

Around the turn of the 2000s, Papua New Guinea (PNG) and Fiji implemented substantial election changes to address political instability. The modifications, which moved from first-past-the-post elections to alternative vote systems similar to those used in Australia, aimed to improve party dynamics and stabilize government. However, as Frankel (2007) points out, despite the structural potential of these improvements, PNG remained politically unstable, as indicated by a remarkable 75% turnover of Members of Parliament in the 2002 election. This emphasizes the difficulties inherent in governance improvements and raises concerns about their long-term effectiveness in ensuring political stability.

Climate Governance in Asia-Pacific

Managing global concerns such as climate change is an important aspect of Asia-Pacific governance. Sugiyama et al. (2016) performed a web-based poll of university students from Japan, Korea, Australia, China, India, and the Philippines, indicating substantial regional differences in opinions about climate engineering. Notably, non-OECD students reported greater worry about climate change and were more open to climate engineering than their OECD colleagues. (McGee & Ros Taplin, 2014). This discrepancy underlines the need to involve different, non-Western viewpoints for global climate governance talks, particularly

as the Asia-Pacific region plays an increasingly important role in formulating global environmental policy.

The Historical Context and its Impact on Governance

Understanding governance in the Asia-Pacific requires a review of its historical background. Goldblatt (1998) contends that the region's political dynamics are deeply rooted in its pre-World War II past. (Karlsson-Vinkhuyzen, Sylvia, & Harro Van Asselt., 2009). Long-standing legacies have affected political institutions, practices, and governance models, and their impact can still be seen today. The governance landscape includes both state and non-state institutions, such as indigenous cultures, economic organizations, and armed groups. This multidimensional perspective highlights the complex interplay between different power structures in the region, both historically and today. Goldblatt goes on to say that governance in the Asia-Pacific region can be best understood via an interdisciplinary lens that includes politics, international relations, economics, culture, and social structures. The fast socioeconomic developments following the war, along with continuous hostilities, lead to an unstable and dynamic governance landscape.

Geopolitical Changes in the Asia-Pacific

Important tactical shifts have brought the Asia-Pacific geopolitical background to the forefront of world politics. (Rumley, The geopolitics of Asia-Pacific regionalism in the 21st century, 2005). highlights three main developments that deserve attention: (Rumley, 2005). The United States' reengagement with the Asia-Pacific, efforts to limit China, and India's emergence as a potential counterbalance to China's growing power. These developments, particularly in contested places such as the South China Sea, point to a more complicated geopolitical environment with substantial ramifications for regional and global stability. While it may be premature to call these developments the start of a new Cold War, the rising strategic competition between the United States and China underlines the necessity for regional countries, including Pakistan, to rethink their foreign policy in response to

these developments. (Zeng & Shaowen Zhang, 2021). This literature study demonstrates the complexities and multiple natures of governance in Asia-Pacific. By investigating topics like regulatory regionalism, electoral reforms, climate governance, and geopolitical dynamics, we can observe how historical legacies and present issues impact the region's governance structure. (Richardson, 1994). Regulatory regionalism provides an important paradigm for understanding how regional players navigate multiple political arenas, affecting both local and national government. (Hayward-Jones & Jenny, 2017). Despite extant study on electoral changes in Papua New Guinea (PNG) and Fiji, there are substantial gaps, particularly in terms of the long-term effects on social cohesion and political legitimacy. Most studies focus solely on the structural components of governance improvements, frequently disregarding the fundamental social challenges that undermine their efficacy. This study seeks to address this vacuum by investigating the social circumstances underlying these electoral reforms and giving a detailed analysis of their results, particularly with respect to marginalized populations. Furthermore, while there is substantial discussion about climate governance, most of the research fails to adequately reflect the different viewpoints of non-OECD nations in Asia-Pacific. This study tackles this deficiency by underlining the need to include these perspectives in global environmental discussions, which is critical for building fair and effective climate policy. (Beeson M. , 2018). The changing geopolitical context, characterized by US-China conflict and India's growing prominence, complicates these dynamics and necessitates a rethinking of governance policies across the region. Existing research frequently fails to link geopolitical developments to their consequences for Asia-Pacific governance. This study adds to the discussion by integrating geopolitical trends with governance innovations, specifically how they affect regional stability and social resilience. This study not only reveals crucial gaps in the literature, but it also provides new insights into the difficulties of governance in Asia-Pacific. Political engineering in the Asia-Pacific region may be understood through an array of theoretical frameworks, each providing a distinct perspective on motives and consequences across nations. Institutionalism, constructivism, systems theory, public choice theory, and political economy are important approaches for

understanding how political, cultural, and economic influences influence regional government decisions and changes. Institutionalism emphasizes how formal organizations and norms impact political actions, as shown during Indonesia's post-Suharto transition. The country's transition to direct presidential elections resulted in a significant increase in voter participation, with the Indonesian General Elections Commission reporting turnout rising from 78% in 2004 to 81% in 2009. Furthermore, political variety increased as more parties emerged, widening voter options and encouraging democratic representation. While institutionalism emphasizes formal improvements, it may underestimate the power of informal networks, such as clan affiliations, which affect political results. Indonesia's experience demonstrates that authorities should examine both formal and informal forces to promote reforms. Constructivism investigates how cultural identities and narratives influence political processes, which is critical in a varied nation such as Malaysia. Ethnic identification, for example, has an important effect on Malaysian voting trends, with Merdeka Center data indicating that ethnic Malays prefer UMNO, whilst Chinese-majority districts frequently support opposition parties. This example demonstrates how strongly cultural narratives may influence political loyalties, which are molded by historical and national unity tales.

The Malaysian experience illustrates that policy measures should mix identity narratives with actual, tangible assistance in order to improve community cohesiveness. Systems theory provides a broader viewpoint by investigating the interconnected nature of political systems. In Papua New Guinea, for example, federalist arrangements have boosted authority in rural regions while deepening economic inequality. According to World Bank data, metropolitan areas like Port Moresby expand far faster than rural areas, creating socioeconomic disparities and fueling tensions. A systems approach highlights the importance for policymakers to understand the interrelated consequences of changes in different areas. In Papua New Guinea, this entails balancing regional growth to avoid economic division and its disruptive consequences. Public choice theory, which applies economic self-interest to political decisions, can help us comprehend Thailand's recent constitutional amendments. These reforms, which were implemented in 2017, were largely

regarded as favoring military-aligned elites by solidifying political control. According to Thailand's Election Commission, strategic district reorganization has benefited specific groups, demonstrating how political elites utilize reforms to maintain their power. While public choice theory shows the self-interest that motivates some changes, it raises issues about accountability. Transparency and citizen scrutiny are crucial in such circumstances to guarantee that improvements benefit the people rather than elites. Political economy links economic issues to political decisions, as demonstrated by Vietnam's land reforms. These initiatives have been driven by a goal to reduce economic inequality and promote rural prosperity, with the Ministry of Agriculture claiming considerable increases in agricultural production and income levels among rural people. Political economics highlights the necessity of seeing political engineering through an economic lens, emphasizing that changes that promote inclusive growth and reduce economic inequities are frequently more durable and stable in the long run.

Transitional justice programs in post conflict settings, such as those in Timor-Leste, relate political engineering to societal rehabilitation. According to the International United Nations Human Rights Office, efforts in the nation of Timor have included truth commissions and institutional reconstruction, which have aimed at promoting public trust and healing. Integrating transitional justice into political engineering can help alleviate past grievances and promote peace. However, success frequently hinges on leaders' commitment to significant transformation. This research shows how each theoretical framework, when combined with empirical data, gives useful insights into the multifaceted impact of political engineering in Asia-Pacific. Understanding these frameworks is critical for policymakers as they try to implement changes that promote stability, inclusion, and resilience across varied sociopolitical settings.

Methodology

This research examines political engineering in the Asia-Pacific region, especially the influence on governance and democratic stability in three case study countries: Myanmar, Japan, and Thailand. This study will look at how various political engineering tactics are

applied and how effective they are in reaching desired political goals. Several major variables are central to this research. To begin, political stability is a primary indicator, defined as the consistency and efficacy of governing systems, as well as citizen faith in political institutions. Second, the electoral system is investigated, specifically how differences in electoral frameworks affect voter involvement and representation. Finally, constitutional changes are included because they shed light on how amendments and reforms may shift the balance of power in each country's political scene. Historical settings, socioeconomic situations, and external influences like international relations and regional wars all have an impact on these variables. Each country has a unique combination of these characteristics that shape its political climate. A variety of measures will be used to analyze the performance of political engineering activities. These include voter turnout rates, which represent public participation in the election process; the rise or fall of political parties, which indicate political plurality; and public opinion polls, which assess citizens' impressions of government legitimacy and effectiveness. This study will use data from a variety of sources. Primary materials will include legislative papers, election laws, and constitutional changes, providing a full picture of the legal frameworks that control political processes. Semi-structured interviews will also be undertaken with political analysts, professors, and activists with firsthand experience of the political dynamics in Myanmar, Japan, and Thailand. Purposive sampling guarantees that participants present educated and relevant opinions. The information gathered will be analyzed thematically, allowing for the discovery of patterns and recurring themes connected to political engineering throughout the three case studies. Qualitative data analysis tools will be used to methodically arrange and code the material, increasing the rigor of the results. Cross-referencing information from different sources will help to validate the analysis, guaranteeing a solid and dependable result.

In this investigation, ethical issues are crucial. All interview participants will provide informed permission, preserving their anonymity and the opportunity to withdraw from the research at any time. These ethical precautions serve to protect participants' rights while also ensuring the integrity of the study process. While this technique provides useful

insights on political engineering in Asia-Pacific, it is critical to recognize its limits. The case study technique may limit the applicability of findings to scenarios outside the area. Nonetheless, the in-depth examination gives a complete comprehension of the intricacies of political systems. There is also a possibility of bias in participant replies owing to the sensitive nature of the themes covered. To minimize this, triangulation will be used, which compares data from several sources to assure objectivity. Overall, the goal of this research is to contribute to a better understanding of how political engineering promotes governance and democratic results in the Asia-Pacific region while also acknowledging the complexities of these political processes.

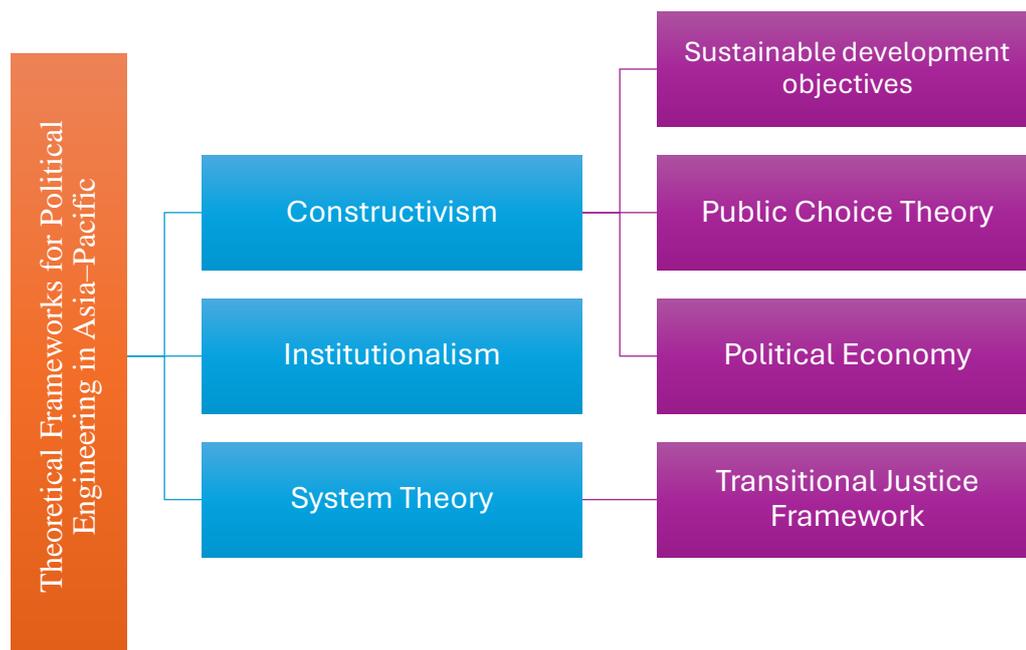


Figure 1. the theoretical foundations of political engineering.

Source: Author own illustration.

Theoretical Framework	Description
Constructivism	Emphasizes the importance of social constructions, claiming that ideas, identities, and conventions affect political realities and interactions.
Institutionalism	Institutions, both official and ultimately informal, have a crucial role in shaping political behavior, decision-making processes, and governance outcomes.
System Theory	Analyzes political systems as complex and connected entities, examining how they interact with the environment and adapt to change
Public Choice Theory	Addresses decision-making processes in political environments, with an emphasis on the incentives and behavior of people and organizations involved.
Transitional Justice	Addresses accountability and reparation for past injustices in political systems, with the goal to encourage reconciliation, healing, and the rule of law.

Table 1: Theoretical Framework and Descriptions

Finding

The study's findings provide substantial insights into the dynamics of political engineering in the Asia-Pacific region, with an emphasis on Myanmar, Japan, and Thailand. Each case

study depicts a unique political setting and practice, offering insight on the larger implications for democratic administration. (Huang, 2013). Myanmar's military regime's manipulation of electoral procedures has significantly weakened democratic standards. Following the coup in 2021, the junta implemented stringent policies that effectively limited political participation and suppressed criticism. Interviews with local activists indicated a significant feeling of public disgust with the election system, with one participant stating, "Every time we try to express ourselves, the rules change, making it increasingly difficult to participate in the political process." (Lowther, 2013). This exploitation has not only consolidated military power but also civil society responded strongly, resulting in large-scale rallies demanding democratic reforms. Japan's recent electoral changes, which meant to increase political competition, have had mixed results. While these reforms were intended to widen the political scene, the implementation of proportional representation inadvertently strengthened the influence of existing parties, notably the Liberal Democratic Party (LDP). Political observers pointed out that, while the reforms were well-intended, they ultimately revealed a larger issue of political inertia, with one expert remarking, "These changes have shown that the entrenched status quo is difficult to disrupt." This raises significant questions about the efficacy of election changes in promoting true competition and representation. (Phongpaichit & Chris Baker, 1990).

In Thailand, political engineering has been widely used to navigate moments of upheaval. Following that year's coup, the military-drafted law developed structures that favored military control over civilian rule. Legislative reforms have been enacted under the pretext of stability, yet they have raised widespread doubts about the democratic system's impartiality. Interviewees voiced worry about the deterioration of democratic ideals, with one stating, "The military's grip on power undermines our trust in the entire system." This view indicates broad popular concern about Thailand's democratic future. One consistent element emerges from nearly every one of the case studies: political engineering's common impact on democratic government, public confidence, and citizen involvement. The manipulation of election procedures and legislative frameworks not only supports existing power structures but also impedes the establishment of a strong democratic culture in the

area. The consequences of these findings emphasize the critical need for changes that stress openness, accountability, and genuine democratic engagement. Furthermore, the findings indicate that the dynamics of political engineering in these countries might serve as a warning to other Asian-Pacific countries. As political environments shift, recognizing the effects of these activities is critical for building resilient democracies that truly represent the will of the people.

Discussion on Findings and Implications

The Asian-Pacific region, with its many election systems, traditions, and oral traditions, presents an ideal location for studying the dynamics of political engineering. (Henderson, 1995). This region is home to a wide range of political systems, including dictatorships, fledgling democracies, and democratic governments, all of which employ diverse political engineering tactics to deal with specific challenges. The processes become blatantly influenced in countries whose military administrations have repeatedly amended election rules to defend their superiority, such as Myanmar. As stated by citizen activist Aung Min, "Every time we try to vote, the rules change, making it harder for us to have a voice in our future." The most recent changes to voting in Japan, which were intended to increase political competition but instead had unintended consequences such as the entrenchment of specific parties, constitute a striking example of political engineering in the field. "While reforms were meant to democratize the system, they frequently reinforced the status quo," says political scholar Hiroshi Tanaka. (Waitoolkiat, Napisa, & Paul Chambers, 2015). Similarly, Thailand's constitutional changes have repeatedly been utilized to assist specific political factions, casting doubt on the fairness of democratic systems. Understanding the consequences of political engineering becomes increasingly crucial as the Asian-Pacific area undergoes significant economic and social upheaval. (Bergman, John Leslie King, & Kalle Lyytinen, 2002). Political manipulation strategies influence public trust and citizen participation in addition to altering government, which affects the region's stability region as a whole.

Political engineering encompasses a number of approaches and strategies that people use to affect political outcomes. One common method is electoral engineering, which includes manipulating election rules and processes to benefit specific parties or candidates. For example, gerrymandering, or the redrawing of election district borders, may drastically change representation and power relations in a political system. (Lijphart, 1994). This strategy has been used in several nations around the area, frequently leading to claims of unfair tactics and voter disenfranchisement. Legislative exploitation is another tactic used to modify governance systems or prolong the terms of political leaders. This involves amending the constitution or changing the legal framework. These kinds of adjustments are frequently presented as vital reforms, yet they frequently work to solidify the status quo power structures. (Hood, 1998). One such instance is the Malaysian constitutional amendments, which were intended to strengthen government authority over the political environment. Political pundit Zara Rahman observes that "these legal changes are often presented as progress, but they frequently undermine the democratic fabric." Furthermore, media control and digital strategies have become increasingly important in the framework of political engineering. (Henderson, *The political career of a prototype: Visual representation in design engineering.*, 1995). Governments and political players use social media platforms to influence public opinion, distribute misinformation, and silence dissenters. By manipulating narratives, they may shape public opinion and rally support for their causes. As journalist Mei Ling points out, "In an age of digital politics, the ability to control the narrative is as powerful as controlling the vote." These methodologies underscore the complex and often contentious nature of political engineering in the Asia-Pacific region, emphasizing the importance of careful examination of its effects for democratic government and public involvement. (Stokes, 1999).

To properly comprehend the ramifications of political engineering in Asia-Pacific, detailed case studies demonstrating these tactics in action must be examined. Myanmar is a striking example of political engineering under military leadership. Following the military coup in 2021, the junta enacted a number of election measures to consolidate control and legitimize its rule. The military manipulated the voting process by restricting political participation

and cracking down on criticism. (Elkins, 1979). This political engineering not only undercut the people's democratic ideals but also sparked huge demonstrations and worldwide censure. In contrast, Japan has implemented considerable election reforms in recent years to increase political competitiveness. However, these measures have shown mixed effects. With the introduction of proportional representation While intended to broaden the political scene, it unwittingly strengthened the power of long-standing parties like the Liberal Democratic Party (LDP). According to political scientist Yuki Yamamoto, "The reforms were well-intentioned, but the outcomes reveal a deeper issue of political inertia." Finally, Thailand provides another striking example whereby political engineering has been employed to navigate periods of political turbulence. Following the 2014 military coup, the junta established a new constitution with provisions meant to benefit the military and develop procedures for managing civilian politics. (Barker, 2005). While the constitution was promoted as a tool for stabilizing the political situation, it has aroused worries about the deterioration of democratic ideals and the entrenchment of military dominance in administration. These case studies highlight the diverse uses and effects of political engineering in Asia-Pacific, demonstrating its importance on governance, democracy, and public faith in political institutions. (Mitcham, Carl, & Wang Nan, 2015). Political engineering has major ethical and political ramifications that should be carefully considered. On the one hand, proponents say that some changes to political processes might improve stability and governance, particularly in places with political fragmentation. However, manipulating election processes frequently results in reduced democratic accountability and increasing public dissatisfaction with political institutions. (Gorton, 2016). In many circumstances, political engineering undermines democracy's core values, such as equitable representation and citizen involvement. For example, intentional changes to voting legislation can disenfranchise underprivileged communities and solidify existing power structures. (Herkert, 1997). Furthermore, the use of media control and digital strategies raises fundamental questions about free speech and the right to disagree. Political analyst Sarah Johnson underlines, "The ethical implications of political engineering." It goes beyond simple governance and attacks the basic nature of democratic involvement."

Understanding these ramifications is critical for creating a political culture that values openness, accountability, and active engagement by all people. (Taylor & Kirsty Altenburg, 2007).

As political landscapes in Asia-Pacific develop, so will the methods and ramifications of political engineering. One notable trend is an increased dependence on digital technologies to affect political results. Governments are using social media platforms and data analytics to target voters and build narratives, raising worries about disinformation and manipulating public opinion. Furthermore, the emergence of populism in many nations may result in more aggressive types of political engineering as leaders attempt to consolidate power by weakening democratic norms. (Ronald & Rebecca LH Chiu, 2010). This tendency may result in further weakening of checks and balances; therefore, civil society must remain watchful. Ultimately, the future of political engineering in Asia-Pacific will be determined by individuals' and institutions' abilities to advocate for democratic norms and transparency. Understanding these growing tendencies is critical to preserving democracy and increasing political involvement in the area. (Amelung, Dorothee, & Joachim Funke, 2013). Political engineering is a complex and varied phenomenon that has a considerable impact on governance in Asia and the Pacific. Many players use strategic manipulation of political processes to affect results, frequently at the expense of democratic norms. As discussed in this article, the consequences of political engineering can diminish public trust and civic involvement, posing ethical issues about the sustainability of democracy. As the area faces persistent political and socioeconomic difficulties, understanding the tactics and consequences of political engineering becomes increasingly important. (Morgan, Kendrick B, Davis, & Norma López, 2020). Citizens, political leaders, and civil society must participate in dialogue about transparency, accountability, and the need for true democratic procedures. By cultivating an informed electorate and fighting for democratic principles, Asia-Pacific may negotiate the difficulties of political engineering and a fair political future.

Recommendations

Many practical proposals have been offered for fostering democratic resilience in the Asia-Pacific region. Governments should adopt complete transparency measures, such as public reporting on electoral procedures and governance practices. For example, forming independent electoral commissions may aid in election monitoring and ensuring that all processes are fair and accessible. Reforming political debates must engage a wide range of stakeholders, including political parties, civil society groups, and the media. Creating discussion venues, such as frequent consultations and forums, can help to improve collaboration and increase democratic involvement. Countries that have successfully endured political issues, such as New Zealand's election changes, might offer useful insights. Sharing these success examples can inspire and advise other countries to implement effective political engineering strategies. Rather than being dependent simply on short-term remedies, governments should devise long-term policies to encourage sustainable democratic processes. This could involve educational activities aiming at boosting individuals' political literacy, allowing them to participate more effectively in governance. Encouraging collaboration between governments and civil society organizations can help address trust gaps. By cooperating on community-based projects, these organizations may promote democratic principles and increase public participation. Recognizing potential barriers to adopting these ideas is critical. Impact evaluations can help identify impediments and establish measures to overcome them, ensuring that reforms are both feasible and effective. Setting specific, quantifiable goals for each recommendation will allow for continuous progress review. Setting goals for civic engagement and confidence for establishments, for example, might provide concrete signs of success. Using electronic devices and social media platforms may improve public engagement and transparency. Governments should explore setting up online portals for public comment on policies and laws to enhance two-way communication. Special efforts should be taken to ensure that marginalized groups participate in the political process. Implementing outreach activities and giving tools for community organizing can assist in raising their voices. These ideas should be articulated throughout the context of larger policy changes,

with a focus on how they might lead to reforms that improve democratic governance and citizen engagement across the Asia-Pacific region. This research underlines the intricate link between political engineering and democracy in the Asia-Pacific area. The findings show that, while political engineering might provide short-term stability, it frequently contradicts democratic norms by skewing the distribution of power and reducing public participation. This study's consequences go beyond individual states, demonstrating the critical need for a coordinated response to protect regional democracy.

As political circumstances change, it is vital to grasp the potential hazards offered by deceptive behaviors. Governments may build a more inclusive political climate by focusing on openness, including different stakeholders, and executing long-term initiatives. The study underlines the significance of learning from successful case studies in the area, supporting a collaborative approach to political growth. Future studies should dive deeper into the subtleties of political engineering and its long-term implications for governance. Areas such as the influence of digital technology.

Conclusion

In conclusion, this analysis illuminates the complex link between political engineering and democracy in the Asia-Pacific area. It emphasizes that, while political engineering might momentarily stabilize regimes, it frequently comes at the expense of democratic principles, as seen by the instances of Myanmar, Japan, and Thailand. These case studies indicate a worrying tendency whereby power is concentrated in the hands of a few, impeding wider public engagement in the democratic process.

The consequences of this research go beyond individual countries, arguing for a united strategy to uphold democratic norms in the face of altering political circumstances. Recognizing the hazards of manipulative political methods is critical for establishing policies to defend democratic government. Policymakers must emphasize openness and involve various stakeholders to develop inclusive policies that support participation of the public. Future studies should focus upon the intricacies of political engineering and how it

affects democracy over the long run. The influence of digital technology on public discourse and the function of civil society in defending democratic principles should get particular emphasis. Ultimately, cooperation is needed to create a robust democracy in the Asia-Pacific area. Our democratic environment may become more dynamic and participative by encouraging cooperation among stakeholders, including communities in political processes, and placing a strong emphasis on responsibility. The democratic experience may be greatly enhanced by programs that emphasize political education and candid discussion, making sure that people are not only spectators but actively involved in determining their political destinies. All parties involved must be dedicated to putting openness, inclusion, and active citizen participation first in order to ensure that democratic institutions in the Asia-Pacific area accurately represent.

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Erdoğan and the Emergence of Erdoğanism in Turkish Politics

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Abstract

This article examines the rise of Recep Tayyip Erdoğan and the ideological development of Erdoğanism within Turkish politics. Emerging as a formidable political force since Erdoğan's ascension to prime minister in 2003, Erdoğanism has redefined Turkish political dynamics through its blend of conservative democracy and strong, centralized leadership. This ideology, founded upon charismatic authority and electoral consent, has led to a departure from Turkey's Kemalist secular principles, advocating for values drawn from Ottoman traditions. While Erdoğanism incorporates religious conservatism, it is distinguished by its reliance on Erdoğan's personality cult rather than purely Islamist principles, thereby challenging traditional Islamist factions within Turkey. As Erdoğan consolidated power, Erdoğanism gained traction as a form of illiberal democracy that prioritizes centralized authority over institutional checks and balances. The study contextualizes Erdoğanism's trajectory by analyzing its ideological roots, populist appeal, and impacts on both Turkish domestic policy and foreign relations. This research contributes to an understanding of the factors that enable the entrenchment of personalized political ideologies in modern nation-states.

Keywords: Erdoğanism, Turkish politics, conservative democracy, authoritarianism, neo-Ottomanism, Recep Tayyip Erdoğan, illiberal democracy, cult of personality, Turkish secularism, Kemalism

Introduction

The political landscape of modern Turkey has been profoundly shaped by the influence of Recep Tayyip Erdoğan and the ideological framework that has come to be known as Erdoğanism. Since Erdoğan's initial rise to power as prime minister in 2003 and his subsequent election as president in 2014, he has emerged as one of Turkey's most polarizing and impactful leaders. Erdoğanism, with its roots in conservative democracy, challenges Turkey's founding principles of secularism and aligns more closely with Ottoman cultural values and religious conservatism. This ideology has generated intense debates within Turkey and internationally, as it juxtaposes Western democratic values with a model that prioritizes centralized, charismatic authority and traditional values.

Erdoğan's political trajectory reflects a shift from his early affiliation with Islamist movements to his establishment of the Justice and Development Party (AKP) in 2001, which presented a more moderate, reformist stance aimed at fostering economic liberalization and democratic ideals. Yet, over the years, Erdoğan's leadership style has become increasingly authoritarian, characterized by a consolidation of executive power, suppression of opposition voices, and the promotion of an ideological agenda that advocates for a "New Turkey" departing from Kemalist secularism.

The introduction of Erdoğanism as a political ideology has not only redefined the governance structure of Turkey but has also led to a reorientation in foreign policy, moving towards a neo-Ottoman and pan-Islamist perspective. This paper explores the key principles of Erdoğanism, its rise in the context of Turkish conservatism, and its implications for democracy in Turkey. By examining Erdoğan's impact on both domestic and international spheres, this study aims to provide a comprehensive understanding of how Erdoğanism has reshaped the Turkish state and society, questioning the sustainability of this governance model in the future.

The Rise of Recep Tayyip Erdoğan in Turkish Politics

Recep Tayyip Erdoğan's ascent in Turkish politics is a story of strategic adaptation, charismatic appeal, and ideological evolution. Emerging from humble beginnings in Istanbul's working-class district of Kasimpasa, Erdoğan's early political life was shaped by his engagement with Islamist ideologies and his affiliation with the National Salvation Party, led by prominent Islamist figure Necmettin Erbakan. This period laid the groundwork for Erdoğan's initial political values, which were rooted in religious conservatism and an opposition to the secular principles that had dominated Turkey since its founding by Mustafa Kemal Atatürk.

Erdoğan's first major public role came when he was elected mayor of Istanbul in 1994, representing the pro-Islamist Welfare Party. As mayor, he earned a reputation for pragmatism, successfully implementing policies that modernized Istanbul's infrastructure and addressed pressing social issues. His leadership in Istanbul showcased his ability to appeal to the Turkish public by blending religious values with effective governance, a formula that would later characterize his broader political platform. However, his overt Islamic rhetoric led to his imprisonment in 1999 for inciting religious hatred, an event that ironically enhanced his popularity and reinforced his image as a champion of conservative values.

In 2001, Erdoğan co-founded the Justice and Development Party (AKP), a political movement that sought to appeal to a broader spectrum of Turkish society by positioning itself as a "conservative democratic" party rather than an Islamist one. The AKP's platform emphasized economic reform, social justice, and EU integration, appealing to both religious conservatives and those seeking political stability and economic growth. In the 2002 general election, the AKP won a landslide victory, propelling Erdoğan to the prime minister's office in 2003. This marked the beginning of a new era in Turkish politics, with Erdoğan as the central figure.

During his early years in power, Erdoğan was widely regarded as a reformist leader. He implemented numerous economic and social reforms that strengthened Turkey's economy,

expanded the middle class, and improved relations with the European Union. By promoting policies that were favorable to business and foreign investment, Erdoğan oversaw a period of rapid economic growth, which bolstered his popularity and solidified his image as a dynamic and progressive leader. His government's initial support for freedom of expression and religious rights contributed to Turkey's modernization and enhanced its image on the international stage.

However, Erdoğan's leadership style began to shift as he consolidated power. His electoral victories enabled him to strengthen his control over Turkey's institutions, from the judiciary to the media, gradually moving away from the democratic principles he once championed. By the time he assumed the presidency in 2014, Erdoğan had transitioned from a reform-oriented prime minister to an increasingly authoritarian leader. The failed coup attempt in 2016 further intensified his centralization of power, as he used the incident to justify sweeping purges of military officials, civil servants, and academics, consolidating his control over all aspects of Turkish governance.

Erdoğan's rise in Turkish politics reflects a complex journey shaped by pragmatism, religious conservatism, and a populist appeal that resonates with a significant segment of the Turkish population. His leadership has redefined Turkish politics, creating a polarized environment in which Erdoğanism has emerged as a distinct ideology that challenges Turkey's secular heritage. This section outlines the early influences and key moments that propelled Erdoğan to national prominence, setting the stage for the development of Erdoğanism as both a personal and political force within Turkey.

Defining Erdoğanism: Core Principles and Ideological Roots

Erdoğanism, as an ideology, is a complex blend of political pragmatism, religious conservatism, and charismatic authority, characterized by a centralized leadership model and a populist approach that resonates deeply with significant portions of Turkish society. Unlike traditional Islamism, Erdoğanism does not strictly adhere to religious doctrine but instead integrates religious symbolism to appeal to a conservative electorate while

prioritizing Erdoğan's personalized authority over strict Islamic tenets. This ideology has evolved into a form of conservative democracy that promotes strong, centralized leadership, with a primary emphasis on electoral legitimacy rather than checks and balances, and it derives much of its legitimacy from Erdoğan's personal appeal and populist messaging.

At its core, Erdoğanism values national sovereignty, Turkish identity, and a return to values reminiscent of the Ottoman Empire. It diverges sharply from Kemalism, the secular and Western-oriented ideology of modern Turkey's founder, Mustafa Kemal Atatürk. Erdoğanism is highly critical of Kemalist secularism, seeking instead to foster a Turkey that aligns more closely with traditional and religious values. This ideological shift is evident in Erdoğan's emphasis on the "New Turkey" narrative, which envisions a Turkey rooted in its Ottoman past and more assertive in its regional and global positioning. Erdoğan's speeches and policy decisions often evoke Ottoman cultural elements, appealing to a sense of national pride and historic continuity that resonates with his support base.

Key principles of Erdoğanism also include a strong resistance to Western influence in both domestic and foreign affairs. Erdoğanism promotes a foreign policy framework often referred to as Neo-Ottomanism, seeking to reestablish Turkey as a central power in regions once part of the Ottoman Empire, including the Middle East, the Balkans, and parts of North Africa. This foreign policy direction is built on a combination of Turkish nationalism and pan-Islamism, positioning Turkey as a leader among Muslim-majority nations and a counterbalance to Western intervention in the region. Through this lens, Erdoğanism portrays Turkey as an independent and sovereign actor, skeptical of Western political influence, and more closely aligned with the interests and values of its regional neighbors.

A defining feature of Erdoğanism is its reliance on Erdoğan's charismatic authority and the development of a cult of personality around him. This personalistic form of governance amplifies his influence, framing Erdoğan not only as a political leader but as a "Man of the Nation" ("Milletin Adamı") — a symbol of Turkish strength and moral authority. This cult of personality has strengthened Erdoğan's hold on power and has made him a polarizing

figure, as supporters view him as a protector of Turkish identity and values, while critics see him as an authoritarian leader undermining democratic institutions.

Critically, Erdoğanism has reshaped Turkey's democratic framework into what some scholars refer to as an "illiberal democracy" or "electoral authoritarianism." While elections remain a cornerstone of Erdoğan's legitimacy, the ideology prioritizes executive dominance, often sidelining the separation of powers and undermining judicial independence and media freedom. Erdoğanism's focus on majoritarian rule often disregards the pluralistic values foundational to liberal democracy, leading to increased polarization within Turkish society and the suppression of dissenting voices.

In summary, Erdoğanism is an ideology that combines elements of conservative democracy, nationalism, and religious symbolism with a centralized, charismatic leadership style. Its roots lie in both traditional Turkish conservatism and Ottoman-inspired values, blending national pride with a skepticism toward Western influence and a call for stronger regional influence. As an ideological departure from Kemalism, Erdoğanism has redefined Turkey's identity, governance structure, and foreign policy objectives, creating a political landscape centered around Erdoğan's personal authority and a vision for a culturally conservative and geopolitically assertive Turkey.

From Kemalism to Erdoğanism: A Shift in Turkish Political Ideology

The ideological transformation from Kemalism to Erdoğanism marks one of the most profound shifts in Turkish political history. Founded on the secular, pro-Western principles established by Mustafa Kemal Atatürk in the early 20th century, Kemalism laid the groundwork for a modern, European-oriented Turkish Republic. It emphasized secularism, nationalism, and Westernization, rooting Turkey's identity in a rejection of the Ottoman past and an embrace of a progressive, republican future. Over nearly a century, these principles shaped Turkish institutions, education, and foreign policy, fostering a national identity that valued secular governance and sought alignment with Western democracies.

Erdoğanism, however, introduced a new paradigm, challenging the Kemalist legacy by emphasizing conservative democracy rooted in religious and traditional values. Central to Erdoğanism is a conservative model that supports democratic principles but prioritizes a strong, centralized leadership often at odds with Western liberal democratic norms. Under Erdoğan, conservative democracy has gained traction as a blend of populism and nationalism that resonates with Turkey's religiously conservative base, positioning Erdoğan not only as a leader but as a symbol of Turkish identity and values. This ideological shift is deeply intertwined with the Justice and Development Party (AKP), which Erdoğan co-founded in 2001, initially promoting economic reform, EU integration, and democratic values to appeal to a broad electorate.

Conservative democracy, as embodied in Erdoğanism, reframes the democratic process to emphasize electoral consent over institutional checks and balances. This model, often described as "illiberal democracy" or "electoral authoritarianism," remains rooted in popular support but operates with a weakened separation of powers. While elections are central to Erdoğan's legitimacy, his administration has curtailed judicial independence, restricted media freedoms, and consolidated power in the executive branch, which has diminished the influence of Turkey's once robust institutions. Erdoğan's leadership has fostered a governance style that draws strength from populist rhetoric, positioning his rule as a response to the popular will and as a safeguard against what his supporters perceive as elite-driven, secular Kemalist values.

Integral to Erdoğanism is the concept of Neo-Ottomanism, a foreign policy framework that revives elements of the Ottoman legacy and envisions Turkey as a central power in the Middle East, Balkans, and North Africa. In contrast to Kemalism's Western-oriented stance, Neo-Ottomanism positions Turkey as an independent actor, rooted in its historical Ottoman influence, and emphasizes Turkey's role as a leader among Muslim-majority nations. This foreign policy approach supports a vision of Turkish hegemony in its historical sphere of influence, asserting itself through military, political, and cultural engagements in regions that were once part of the Ottoman Empire. Neo-Ottomanism resonates with Erdoğan's conservative democratic ideals, as it seeks to expand Turkey's

regional influence and counterbalance Western power, presenting Turkey as a defender of Islamic and cultural solidarity in the region.

Erdoğanism's emphasis on Turkey's Ottoman heritage and conservative values reflects a direct challenge to Kemalism's secular and Western-aligned identity. By invoking Ottoman symbols and traditions, Erdoğan has reshaped Turkey's collective memory, fostering a narrative that reinterprets Turkish history in alignment with a culturally conservative worldview. This narrative has proved appealing to many Turkish citizens, who see in Erdoğan's leadership a revival of national pride and a reassertion of Turkey's unique identity in a world increasingly influenced by globalism and Western norms.

Erdoğanism's Impact on Turkish Governance and Society

Erdoğanism has fundamentally altered the landscape of Turkish governance and society, embedding itself as a dominant force that impacts nearly every dimension of political, social, and institutional life. Under the influence of Erdoğan's conservative democracy, Turkish governance has evolved toward a highly centralized model, one that prioritizes electoral legitimacy but places less emphasis on institutional checks and balances. This transformation, often described as a shift toward "illiberal democracy," has allowed Erdoğan to consolidate executive authority, curtail the judiciary, and limit media freedoms, effectively reshaping Turkish democracy into a majoritarian system centered on his leadership.

One of the most significant changes has been the concentration of power within the executive branch, especially following Turkey's 2017 constitutional referendum, which transformed the country from a parliamentary to a presidential system. This shift has enabled Erdoğan to operate with expansive powers, reducing the legislative and judicial branches' influence and elevating the presidency as the focal point of Turkish political life. The new governance model under Erdoğanism thus weakens the traditional separation of powers, positioning the executive as the primary decision-maker in both domestic and foreign affairs.

The impact of Erdoğanism on Turkish society has been equally profound. Emphasizing conservative values rooted in Turkey's Ottoman and Islamic heritage, Erdoğan has fostered a cultural shift that challenges the secularism foundational to Kemalist Turkey. His government has encouraged religious conservatism in education, public life, and social policies, aiming to foster a "pious generation" aligned with traditional values. This shift resonates strongly with Erdoğan's conservative base, particularly in rural areas and among Turkey's working class, who view his leadership as a restoration of Turkey's cultural roots and a rejection of secular elitism.

Yet, Erdoğanism has also generated significant polarization within Turkish society. The emphasis on conservative values and centralized leadership has created deep divides between secular and religious communities, urban and rural populations, and supporters and critics of Erdoğan. This societal polarization is further fueled by Erdoğan's populist rhetoric, which often frames opposition as threats to national stability or foreign agents working against Turkey's interests. Consequently, dissenting voices, from journalists to academics and political activists, have faced increasing pressures, including censorship, job loss, and legal action.

Critics argue that Erdoğanism's approach to governance represents a form of authoritarianism masked as democracy. Though Erdoğanism retains democratic processes, notably elections, it has been criticized for undermining democratic norms, restricting media freedoms, and weakening independent institutions. The judiciary has been subject to increasing executive influence, while media outlets critical of Erdoğan have been systematically suppressed or taken over by pro-government interests, creating an environment where free expression is limited. Civil society, once vibrant and diverse, faces significant restrictions, with NGOs, opposition groups, and even educational institutions subjected to state control and scrutiny.

Internationally, Erdoğanism has attracted criticism for its "illiberal" nature, positioning Turkey alongside other states, such as Hungary and Russia, where populist leaders prioritize majoritarian rule over pluralistic democratic values. Foreign leaders, scholars, and human

rights organizations have expressed concerns over Turkey's democratic backsliding, with many seeing Erdoğanism as an elective dictatorship that prioritizes centralized power at the expense of political freedoms and human rights. This criticism became particularly pronounced after the 2016 attempted coup, which Erdoğan used to justify extensive purges of the military, judiciary, media, and education sectors, consolidating his control over the state apparatus under the pretext of national security.

The challenges posed by Erdoğanism's authoritarian tendencies have left Turkey in a delicate position, both domestically and internationally. Domestically, the centralization of power has led to economic volatility, diminished investor confidence, and increased social unrest. The erosion of democratic institutions and the growing influence of a single leader have raised concerns about the resilience of Turkey's democratic framework. Internationally, Erdoğan's assertive foreign policy and emphasis on Neo-Ottomanism, coupled with his resistance to Western influence, have strained Turkey's relationships with the EU, NATO, and other Western allies, shifting the country's orientation toward a more independent but contentious role on the global stage.

Conclusion

The emergence of Erdoğanism marks a transformative period in Turkish politics, where traditional democratic principles have been reshaped by the consolidation of power, religious conservatism, and a renewed emphasis on Ottoman-inspired nationalism. As a political ideology, Erdoğanism has redefined Turkey's identity, governance, and foreign policy, challenging the secular, Western-oriented framework established under Kemalism. Through a blend of conservative democracy, charismatic leadership, and Neo-Ottoman aspirations, Erdoğan has crafted an ideology that resonates with a substantial portion of Turkish society, appealing to religious, traditional, and nationalist sentiments.

Yet, Erdoğanism's legacy is complex and deeply contested. While Erdoğan's policies have garnered widespread support among conservative and rural constituencies, they have also polarized Turkish society, intensifying divisions between secular and religious groups and creating an environment of heightened political tension. The shift toward illiberal democracy and authoritarian practices, including the erosion of judicial independence and media freedom, has raised concerns over the sustainability of Turkish democracy and the resilience of its institutions. The model of governance promoted by Erdoğanism, which prioritizes electoral consent and centralized power, diverges sharply from the democratic pluralism foundational to modern Turkey, sparking international criticism and concerns over Turkey's democratic trajectory.

In foreign affairs, Erdoğan's Neo-Ottoman stance has aimed to position Turkey as a regional leader, asserting its influence across the Middle East, Balkans, and North Africa. While this approach has enhanced Turkey's visibility on the global stage, it has also strained relationships with Western allies, pushing Turkey toward a more independent but at times isolated stance in international relations.

The future of Erdoğanism and its impact on Turkey's political landscape remains uncertain. As Erdoğan's personal influence shapes the direction of the nation, the long-term viability of Erdoğanism will depend on its ability to adapt to evolving social, economic, and geopolitical challenges. Whether Erdoğanism will endure as a defining force in Turkish politics or face backlash from an increasingly polarized society is a question that will shape Turkey's political and social landscape for years to come. Ultimately, Erdoğanism's legacy may serve as a case study in the rise of personalized, conservative populism within a modern democracy, offering insights into the complexities and consequences of centralized leadership in an era of global democratic change.

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Performance Appraisals and Workers' Productivity in the University of Uyo,
Uyo, Akwa Ibom State, Nigeria (2021-2023)

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Abstract

Public and private organisations are increasingly appreciating the importance of employee performance evaluation as a tool for enhancing productivity in any organisation. Performance appraisal of employees has the propensity of re-positioning the organizational workforce on the jobs for which they are best suited, thus, leading to improved productivity and organizational profitability. Therefore, poorly and untimely appraisal of staff significantly leads to redundancy and low productivity in any organisation. The aim of this study is to appraise the effect of performance appraisal of workers in the University of Uyo, Akwa Ibom State, Nigeria. In addressing this, the study posed two research questions: (i). How effective is performance appraisals in determining workers' promotion in the University of Uyo? (ii). How effective is feedback on performance appraisals in increasing workers' productivity in the University of Uyo? The study adopted descriptive and survey research design. The study relied on the Theory of Organisational Justice as its theoretical framework. The population of the study is all the staff (academic and non-academic staff) of the 14 Faculties of the University ($\mu=5649$). However, a sample of 374 respondents was drawn using simple random sampling technique from the population using Taro Yamane formula. Data collected using a structured questionnaire were analysed

using Chi-square statistical test. The study revealed among others, that effective performance appraisal can lead to enhanced productivity through timely promotions of staff. The study recommended that staff of the University should be promoted as at when due, and that staff training and development needs to be given serious attention. The study further recommended that reports of performance appraisals should be communicated to staff concerned as well as using them to reward and compensate outstanding staff of the University by way of accelerated promotions and letters of commendation.

Keywords: Employee; employer; motivation; performance appraisal; productivity; promotion.

Background of the study

In any organization, performance appraisal represents the most importance process aimed at evaluating organizational achievements in relations to its objectives and goals, vis-à-vis, its workforce and administrative structures (Bratton and Gold, 1999). The long-term success of an organization directly relates to its ability to measure its employees' performance within a particular time and how effective, it uses the information generated to ensure that performance align with the standards laid down and also improve them over the time. Grote (2012) refers to performance appraisal as directing and motivating employees to maximize their efforts on behalf of their organizations. Thus, it forms an essential component, if an organization must meet its strategic objectives. Atiomo (2000) avers that performance appraisal provides organizations with ways of ascertaining not only workers' performance, but areas of their weaknesses.

According to Mullins (2012), the fundamental objectives of performance appraisal is to improve the performance of individual employee as a proclivity to the improvement of overall organization performance. It represents the effective tool that can be used to effectively evaluate organizational performance in relation to its set goals and objectives. It is an evaluative process relating to obtaining, analyzing and recording information or data about the role and impact of an employee to the entire organisation (Obisi, 2011 and Riggio,

2013). Performance appraisal, according to Mathis and Jackson (2014), is often related between additional pay, promotion and rewards that employees receive and their performance at work. It imperative to note that workers can improve their performance, if they are properly appraised, but if they are not, the outcome may lead to inefficiency, waste of resources, low productivity and overall poor performance of the organisation (Fisher, Schoenfeldt and Shaw, 2013; Mwema and Gachunga, 2014 and Onyije, 2015). For performance appraisal to be effective, it must rely on the performance criteria designed for the job evaluation. Riggio (2013) contends that the performance criteria serve as determining factor for successful or unsuccessful evaluation or appraisal of job performance, thus, the criteria involve spelling out the specific elements of a job as well as developing methods of evaluating levels of successful or unsuccessful job performance. Therefore, any appraisal method not based on the above elements can either be inappropriate or impartial, especially to the employee, whose performance is being appraised (Onyije, 2015).

According to Eldman, Manolova, Shirokova and Tsukanova (2016), the objective of performance appraisal is to estimate job performance of each worker towards the realization of organizational goals or objectives. They assert that performance appraisal is carried out for the purpose of promotion and transfer to new job positions and responsibilities within an organization or government establishments. Within this context, performance and productivity of each employee are evaluated in order to determine his or her contributions to the achievement of organization set goals and objectives. This process and its conclusion can be useful for both administrative and developmental purposes. Therefore, performance appraisal defines the procedures and processes used by organizations to improve work design, process and feedback (Werner, Schuler and Jackson, 2012). For instance, Atiomo (2000) submits that every organization should ensure that their workers are aware of their roles and tasks, if performance appraisal is to be effective and efficient.

According to Rao (1990), performance appraisal entails taking routine of manpower, capacity, interest of each worker, their strengths and weaknesses as well as their potentials

for improvement. Therefore, data generated thereof, should be communicated to the workers for improvement. The major issue in performance appraisal, according to Rao is communication. If individual worker's performance is not communicated to him or her, it would be difficult for the worker to improve his or her performance in subsequent future appraisal, thus, defeating the purpose of the performance appraisal. However, Atiomo (2000) agree that performance appraisal can serve a wider range of purposes, which includes: improving performance of employees for higher productivity, identifying training and development needs, enhancing workers' potentials, enhancing communication and relationships, improving incentives and helps in salaries and wages determination.

According to Nwachukwu (2011), the major reason for performance appraisal is to give information for promotion, transfer, training, development and discharge of an employee. For Ubeke (2014), under good evaluation and appraisal, those who have contributed to the achievement of organizational goals should be rewarded adequately and promoted into higher tasks. Therefore, training and reward are basic components of performance appraisal process which enhance effectiveness, efficiency and productivity of employees (Armstrong, 2012 and Raji and Jackson, 2012). The above position accentuates the significance of human resources to the general functionality of any organization. It should be noted that within this context, for human resources in an organization to function effectively and efficiently, there is need for organisation to develop and activate a distinctive and strategic human resources development policy that will effectively improve the performance of their workforce.

According to Zahra and Nielsen (2012), organizational capability depends on human resource capacity which is crucial to the development of any organisation. An organizational competitive advantage can be realized if such organisation rewrite and maintain well-trained workforce and managers whose skills, knowledge abilities serve as a source of improvement. It is therefore, pertinent to have enabling environment for the employees to develop their full potentials capable of enhancing organizational productivity. This conducive or enabling environment plays an important role in

enhancing skills, knowledge, abilities and other needed attributes by employees to retort to existing work demands and plan for the future tasks and challenges. The implication of this is that the proper working tools, equipment and facilities are made available in the work place.

Therefore, performance appraisal can improve organizational productivity through its workforce, but seemingly, that is not happening in many cases (Mooney, 2012). According to Elverfeldt (2015), most organisations normally conduct performance appraisal on its workforce, but the challenge has always been application of performance appraisal reports and appropriate feedback communication mechanism. It is against the background of the foregoing that this study examines the relationship between performance appraisal and workers' productivity in the University of Uyo, Uyo, Akwa Ibom State, Nigeria (2021-2023).

Statement of the problem

Performance appraisal offers a good opportunity for organizations to formally evaluate their employees' contributions and achievements towards the organizational goals and objectives. This can be done or achieved through maintaining a clear link between reward, compensation and productivity. Most organizations both in public and private sector perform abysmally because their workers are not encouraged to work harder. Thus, the chief executives and employees of organizations are the life blood of such organizations. Therefore, if the management of such organizations do not prioritize welfare of their employees, the resultant effect will show in low commitment to work, morale and productivity. Generally, workers in many organizations are usually dissatisfied over lack of motivation, ill treatment, poor welfare schemes, delay in promotions and rewards as well as poor or absence of proper feedback to them arising from their performance appraisals. Sometimes, organizations select some job elements for evaluation and give preference or higher points above others in which the employee was engaged during the evaluation period. Within this context, performance appraisal may not necessarily produce anticipated

results, because the management of the organisation may appraise staff performance concerns that have no direct impact on what motivate them to increase their productivity. In the University of Uyo, staff appraisal becomes a yearly ritual, where staff members are given forms to fill every year without proper assessment with commensurate rewards and compensation system to the performing or outstanding ones as a way of motivating them for greater productivity. Hence, this process has a significant effect on staff productivity in relation to the achievements of the institutional objectives and goals. Delays in promotion of staff of the University as at when due, absence of appropriate reward or compensation system such as lack of issuance of commendation letters to performing staff, accelerated promotions as well as lack of payment of entitlements/arrears of promotions to affected staff has the propensity of de-motivating the staff. As these continue, the effectiveness, efficiency and productivity of staff of the University dwindles posing a threat to the achievement of the institutional goals and objectives.

However, the studies carried out to examine the effect of performance appraisal on workers' productivity in the University system failed to acknowledge certain elements raised above, particularly, issues relating to feedback, hence, this study to fill the identified gaps in the current literature.

It is based on the above, that this study posed the following research questions:

- i. How effective is performance appraisals in determining workers' promotion in University of Uyo?
- ii. How effective is feedback on performance appraisals in increasing workers' productivity in University of Uyo?

Objectives of the study

The objectives of the study are to:

- i. Establish if performance appraisals are effective in determining workers' promotion in University of Uyo.
- ii. Ascertain if feedback on performance appraisals increases workers' productivity in University of Uyo.

Significance of the study

This study has both theoretical and practical significance. Theoretically, the study will contribute to the scholarly debate on effect of performance appraisal on workers' productivity. This study has shown that effective performance appraisal has propensity of engendering workers' productivity. The revelation of this study will create adequate knowledge and awareness about the impact of performance appraisal on workers' productivity, as it will serve as relevant material to other researchers who may wish to conduct further research on the subject area.

Practically, the study will be of immense benefit to managers and administrators of both public and private organizations, heads of government units, departments or institutions as well as public policy analysts on how best the reports of performance appraisal can be handled to engender workers' productivity with an organization. The study will advance the frontiers of knowledge by providing workable solutions to the challenges facing workers' promotions and productivity in University of Uyo, Uyo.

Finally, the study will enlighten both the employer and employees in the University on the effective ways of conducting performance appraisals and achieve the desired goals/results.

Literature Review

To properly review the existing literature on the subject matter, the review will be carried out under some related sub-heads.

Performance Appraisals and Workers' Reward System

According to Jamieson (2011), performance appraisal started in early third century in the Wei dynasty in China, where performance of members of the royal family were appraised. Likewise, legislators in Dublin, Ireland were appraised using a rating scale based on personal qualities in 1648 (Jamieson, 2011). However, Wren (2012) avers that Robert Owen first use performance appraisal to evaluate workers' performance in cotton mills in Scotland and according to him, it was mainly deployed for punishing poor performance. But, as time goes on, organisations modify performance appraisals and thus, associating its effect to rewards, trainings, promotions, etc. The implication was that workers' achievements

should not only be measured but assessed and managed (Kennedy and Dresser, 2011). Performance appraisal has become inescapable means of evaluating workers' performance and sustaining organizational efficiency, productivity and effectiveness. The techniques used in performance appraisal includes: secret appraisal, graphic rating scale, ranking method, essay method, management by objectives, etc. Performance appraisal is the regular assessment of individual job performance and their prospect for development. Young (2010) conceptualizes performance appraisal as assessment exercise carried out by an organization on its workers periodically or annually or performance based on work content requirements and behaviour. At the centre of this evaluation are efficiency, effectiveness and productivity.

According to Nwachukwu (2011), the essence of performance appraisal is to generate information for transfer, pay increase, training and staff development, promotion and dismissal of employee. The primary purpose of evaluating workers' performance for a particular period is to assess their contributions to the organizational growth. Dessler (2012) contends that assessing workers job implies supervisor-subordinate relationship that has to do with the situation of an organization and what may be needed to enhance its achievement of goals. According to Stone (2012), in a competitive environment, and if organizations must survive, it must appraise the performance of its staff. In addition, the current realities and demands for improved workers' accountability, more emphasis is placed on performance appraisal. Levine and Juan (2010) and Huber (2015) argue that performance appraisal is indispensable in any organizations that aim to achieve its objectives and goals.

On the other hand, workers' productivity, according to Bernadin (2010) implies the effect of labour in relations to organization's goals, economic contributions and customer's satisfactions. Bela (2010) states that productivity encompasses both behaviour and consequences, thus, results, outcomes and consequences are physical effort put to activities and may be evaluated independently. In the words of Mihaiu (2014), employee productivity represents a combination of employee's ability, motivation and the environment he or she works. Okereke and Daniel (2010) suggest that workers'

productivity entails a consequence of efficiency and effectiveness on the part of the workers. Aydogdu and Asikgil (2011) aver that job attendance, responsibilities and organizational behaviour can be used to assess performance of workers in an organisation. Bhatia and Jain (2013) contend that workers' productivity is directly related to quality of service, contributions over time and job completed. For Wasiu and Adebajo (2014), workers' productivity implies collection of actions and behaviours of workers that may be examined, evaluated and considered in terms of individual achievements.

Performance appraisal in the public service represent a system of setting targets for each employee, monitoring those targets, assessing the results through evaluation and reward the performing workers while at the same time, correct the underperforming ones. It is therefore process of assessing employees' contributions to organizational goals and objectives (Obisi, 2011).

In Nigerian public service, workers are appraised using the Annual Performance Evaluation Report (APER). It is based on the worker's overall contributions to the organisations on a yearly basis. According to Gilbert (2006) and Obisi (2011), the annual APER is divided into five segments:

- i. Segment 1 covers employee's personal record and leave records;
- ii. Segment 2 comprises responsibilities and targets set, work description, major achievements, course/trainings attended in the year under evaluation and work performance.
- iii. Segment 3 assesses character traits, performance assessment by superior, job ethics, leadership qualities, training requirements and collaboration.
- iv. Segment 4 stipulates next year's responsibilities and targets, comments by the worker on the appraisal, affirmation through signing by the employee and evaluating officer.
- v. Segment 5 encompasses the counter-signing officer's evaluation. The counter-signing officer creates room for feedback and monitoring.

However, the APER form is structured and all-inclusive. It consists of important aspects that are to be assessed in terms of work description and performance. The form makes it

easier for workers to identify their future training needs that can enhance their job, and facilitate effective and efficient human resource development through proper trainings (Obisi, 2011). But Gilbert (2006), submits that as a result of the format of APER forms, marks scored are awarded rather than earned thereby making the evaluation to be impractical in an objective situation, hence, no clear evidence of high performance or excellence with commensurate reward exist in Nigeria's public service.

Performance Appraisal, Feedback and Workers' Productivity in Nigerian Universities

According to Boice and Kleiner (1997), workers' assessment is vital to organizational operation as well as advancement of workers' productivity, Workers' evaluation is necessary in any organisations because it helps the organisations to identify people for leading positions in the organisations. To achieve this, a proper job review of the employees is necessary to help reward them where necessary. Therefore, the implementation of performance appraisal report may be complex since it entails correct and fair evaluation of workers' performance, but it surely yields positive results. Ubeda and Almada (2007), while commenting on the implementation of performance assessment, noted that it is pertinent to inform the worker(s) appraised which skills, attitudes or knowledge needs to be developed in order to contribute substantially to organizational improvement. When workers get feedback on their appraisals, it motivates them to do more for the good of the organization.

Therefore, feedback from workers if properly managed, not only help in identifying area of needs, but also in distributing professional tasks to workers in the organisations. More so, Caruth and Humphreys (2008) argues that to appraise the performance of workers, the appraiser should rely only on those factors relating to the job rather than general traits and effective assessment of workers has direct implications on workers' commitment and motivations. Therefore, effectiveness, efficiency and clearly defined/frequent evaluation of performance has propensity for increasing workers' productivity.

In Nigerian Universities, performance appraisal is a process of assessing and summarizing work performance of staff in the University, both academic and non-academic. Every staff

of Universities in Nigeria including University of Uyo gets an appraisal form yearly from his/her University for a performance appraisal and the appraisal process justifies management promotions, reward or discipline toward staff (Okafor, 2015). This form comprises a self-appraisal section for staff to fill and on completion sent to the respective Heads of Departments who make their comments. The completed forms are then forwarded to the Dean and then to the Appointments and Promotions Committee (Academic) chaired by the Vice Chancellor in case of academic staff. In case of Senior Administrative and Technical Staff, the completed forms passed through the Head of Department/Reporting Officer to the Appointments and Promotions Committee of Senior Administrative and Technical Staff (SATS) chaired by the Vice Chancellor. And for the Junior Staff, the completed forms go through to the Head of Department/Reporting Officer to the Appointments and Promotions Committee of Junior Staff, chaired by the Registrar. The various appointments and promotion committees re-assessed those forms and made recommendations for further actions. The consequences therefore could be used for promotion, query, warning, training, termination, etc. The behaviour standards that form the core components of performance appraisal in University of Uyo are spelt out in University of Uyo Regulations Governing Staff Conditions of Service (as amended) (2016) and these regulations relates to responsibilities that enhance excellence and productivity. Therefore, evaluation of staff performance in the University environment is based on qualification, task performed, capacity to assume higher responsibilities, professional experience/creativity, teaching experience, research/ publications, community services, administrative experiences, etc.

In summary, the justifications for performance appraisal in University of Uyo and other Universities in Nigeria include:

- i. Administration: For promotion, warning, query, dismissed and organizational planning;
- ii. Developmental: For identification of training needs;
- iii. Motivational: For rewards, incentives and compensation and

- iv. Performance enhancement: This is achieved through management by objective (MBO), participatory goal setting and adequate workplan processes.

Performance appraisal occurs yearly and it is the period staff of an institution begins to document proper performance, inconsistencies and deals with performance deficit. However, conducting the appraisal on a particular time of the year places more emphasis on promotion than improvement (Okafor, 2015). According to Jabeen (2011), performance assessment relates the performance of workers with already established procedures and places emphasis on them for promotions and/or rewards or disciplines. Assessment of workers' performance has the propensity of discovering what type of trainings and skills needs by workers within the organisation, hence, it results in quality improvement (Walklin, 2013). The evaluation of staff performance in University system seems to pay much attention to promotion related-issues rather than physical evaluation of individual staff performance in relation to the organizational goals. Therefore, during the appraisal process, the information, supplied does not provide necessary facts on effective teaching, effective discharge of responsibilities, good character, personal integrity and loyalty to the institution (Nakpodia, 2011). For instance, Bernett (2012) maintains that evaluation of proficiency or performance based on publications is not sufficient to determine competence of the lecturers. Also, some University staff, particularly, lecturers are employed seemingly to teach on the assumption that their performance in their first or second or third degrees will enhance them to teach effectively. These assumptions may not be tenable because knowledge of subject matter is different from method/skills of teaching. Therefore, a good appraisal process should make provision for the management of the University to advise its staff on how to improve their teaching, administrative and technical competence.

Moses (2012) submits that appraisal of staff performance in the University should include measurement of competence, communication skills, commitment to institutional goals and the degree of concern to assign tasks. It is on this note that it could be deduced that performance appraisal does not provide information about staff emotional, mental and

moral stability in relation to its organisation. However, the role and impact of feedback on staff productivity in the University system cannot be over-emphasized.

Marsor (2011) examined the workers' performance in relations to productivity and submits that performance appraisal affords organisations to reposition itself for higher productivity, hence, boosting the general output of workers. Odunayo, Salau, Fadugba and James (2014) modelled relationship between performance appraisal and organizational productivity in government sector of Nigeria corporations. Their result showed a significant relationship between performance appraised and workers' productivity. Using supermarkets in Nkuru town in Kenya, Gichuhi, Abaja and Ochieng (2014) discovered performance appraisal has a significant influence in employees' performance. In similar vein, Onyije (2015) conducted investigations into the effect of performance appraisal on workers' productivity and concluded that there exists a strong relationship between them.

Homayounizadpanah and Baqerkord (2012) discovered that performance appraisal is strategic to advancing employees and organizational productivity if properly carried out. In a study conducted by Peleyeju and Ojebiyi (2013) to assess workers' productivity in public Universities in South-Western Nigeria, using lecturers' performance, it was discovered that there exists a significant relationship between performance evaluation and employees' productivity in the institutions. For Chetana, Pattnaik and Mohapatra (2015), performance appraisal is not only connected with organizational productivity, but it represents the basis for career and organizational development. Therefore, creativity, professionalism, organizational and management skills constitute the core public measurement indicators in public service. In a study conducted by Vivekananda and Mohan (2015), it was revealed that performance appraisal practice in private sector differs from that of the public sector. The study showed that workers in private sector focus more on career development and training unlike in the public sector where employees are expected to develop the expertise and knowledge continually in order to accomplish their job requirements.

Mello (2015) observed that effectiveness, efficiency and performance of public sector workers rely on skills and qualifications of the workers. However, the study did not

account for effect of feedback on performance because the performance of workers not communicated to them can affect their subsequent performance, not necessarily qualification and skills. However, Singh and Vadivelu (2016) submit that there exists difference between performance measurement in private and public sectors in Nigeria. According to them, public sector organisations rely on experience in terms of seniority, knowledge and skills, while private sectors organisations measure both tangible and intangible actions. These may include: level of efficiency, effectiveness, timeliness and cost of operations, level of customer satisfaction etc.

According to Tailor (2017), performance of each worker can be measured with their effectiveness and efficiency at their place of work. Within this context, the purpose of performance appraisal is to enhance productivity in organisations. Mollel-Eliphaz, Mulongo and Razia (2017) uses Muheza district in Tanzania to conduct an investigation into the influence of performance assessment on employees' productivity and discovered that employees' performance and productivity in an organisation is directly related to recognition of achievements and feedback. However, various studies such as those of: Obiora (2002), Ajayi (2011), Onusuebe and Kimcnichege (2013), and Hayford, Boakye and Ovusu (2016) strongly submits that performance appraisal correlates with workers' productivity. The major gap in the above studies is that it failed to account how effective is feedback on performance appraisal in increasing workers' productivity hence, this study.

According to Banjoko (2002), who conducted a study on performance appraisal of workers and its effect on productivity, which data were draw from primary and secondary sources, performance appraisal assist organisations to assign tasks to workers based on their capability and capacity. Adopting descriptive method, the study concluded that effective workers' assessment determines the type of training and development needed as well as designing programs aimed at correcting deficiencies identified. The study then recommended that organizations should establish and conduct effective performance appraisal on its employees that would offer opportunities for the management to identify training and development needs of the organisation.

Cook and Crossman (2004) adopted a survey and descriptive research design to conduct investigation on performance appraisal and job satisfaction in Nigeria, with data drawn from both primary and secondary sources. The study concluded that employee job satisfaction is determined by organizational evaluation system, hence, when the evaluation is unbiased, improvement in workers' productivity is inevitable. Their study recommended unbiased, transparent and impartial appraisal of workers to enhance their effectiveness, efficiency and high productivity.

Lindsey (2005) investigated performance evaluation, using management basic for libertarians. The study used descriptive and survey research design, with data drawn from primary and secondary sources. The study revealed that effective performance evaluation aids the management of organization to find out training needs of workers as well as how to motivate them with best talents to enhance organizational collective goals. As part of the findings, the study concludes that actions and behaviours of employees significantly contribute to the overall organizational output. However, the study recommended the setting up of regulatory agencies to perform oversight functions on issues relating to performance appraisals both in private and public sector organizations.

Kane and Lawler (2009) adopted historical and descriptive method to assess performance appraisal effectiveness. The study discovered that organizational reward system has an important impact on workers' productivity. Accordingly, when workers are regularly promoted, with all entitlement and benefits paid, it will stimulate them for higher efficiency and productivity. Based on the findings, the study recommended that organizations should prioritize rewards, promotions and commendations to workers who are exceptional in their tasks or responsibilities.

Grote (2012) utilizes primary and secondary sources of data to evaluate performance appraisal in relation to effectiveness, efficiency and productivity. The revelations of the study showed that performance appraisal aid in rewards, compensation, decision-making, employee motivation, organizational planning, etc. which if properly conducted and executed, has propensity of enhancing evokers' productivity. The study recommended proper appraisal of workers' performance to identify their strengths and weaknesses.

According to Gichuhi, Abaja and Ochieng (2014), in their historical and descriptive studies on effective performance appraisal and employees' efficiency in Nigeria's public service, performance appraisal represents evaluation of both mental and physical health for each worker and their contributions to the organization. The study revealed that workers' morale is focused towards high productivity when they are appraised timely, promoted when due and rewarded when exceptional. The study also revealed that poor appraisal of performance and promotion results directly in poor attitude to work. The study later recommended timely staff assessment, promotion as well as thorough implementation of evaluation reports.

Similarly, Lithakong (2014) choose selected steel organizations to conduct research on evaluating the effectiveness of a 360-degree performance appraisal and feedback, using survey research design, with data drawn from primary and secondary sources. The study discovered that the level to which workers perform in steel organizations is depended on the efficiency of the evaluating system used by their organizations. Therefore, workers' performance, efficiency, effectiveness and productivity tend to reduce if the appraisal systems or method is faulty or ineffective. The study, based on investigations, recommended the use of effective evaluation systems or methods in order to generate adequate feedback that will aid the organizations to enhance its productivity of workers.

In a study carried out by Oravee, Hangeior and Solomon (2017) to examine the effect of performance appraisal on employees' productivity in Plateau State Internal Revenue Service, using descriptive and survey research design, with data gathered from primary and secondary sources. The study revealed that poor appraisal methods/s/systems and inadequate rewards system implemented by the Plateau State Government results in poor workers' productivity. As a result of the revelations, the study strongly recommended the adoption of management by objectives (MBO) method of appraising workers of the revenue service to allow workers to partake in organizational goal setting as well as understanding areas of task for the purpose of improving productivity within the service.

Binta, Muhammad, Ahmed, Bazza and Magaji (2019) used the Federal Ministry of Education, Abuja to conduct a study on the effect of performance appraisal on employees'

productivity. The authors adopted survey research design, with sample size of 400 respondents, which was determined using Taro Yamane formula on population of 1797 employees. The data for the study were collected using structured questionnaire. The study established that performance appraisal improves workers' productivity in Federal Ministry of Education. According to the study, performance appraisal represents the core indices for enhancement of productivity as well as identifying areas of deficiencies in the performance of workers. The study ended with recommendation that multiple appraisal system should be introduced to reduce bias and boost fairness in the assessment of workers in the Ministry.

Gap in the Literature

In the literature reviewed, little attention has been given to the role the feedback on performance appraisals plays on workers' productivity, hence, this study. Therefore, this study aims to fill the identified gap in the existing literature.

Theoretical Framework

This study adopted the Organizational Justice Theory by Jerald Greenberg propounded in 1987. The theory holds that the way a worker view organizational attitude, may affect the employee's contribution to the organization. This theory relies on three assumptions: impartial outcomes (distributive justice), fairness of procedures in allocating results (procedural justice) and courtesy of interpersonal relations (interactional justice). Distributive justice assumes that individuals having recognized a choice of social exchange, perceive their commitments to the organization as reward oriented. Procedural justice typifies equitable procedures used in deciding several consequences because it assumes that fair evaluation of workers may cause positive responses from the workers. The implication is that unbiased assessment of actions and behaviours of workers is accompanied by corresponding commitment to organizational goals (Al-Zubi, 2010). Interactional justice symbolizes equal interpersonal activities.

Therefore, in applying Organizational Justice Theory to performance appraisal and workers' productivity, it could be deduced that workers are likely to contribute their best towards achieving organizational goals and objectives when they view organizational attitude towards them as fair, just and impartial. Essentially, if employers conduct fair and impartial performance appraisals on their employees, they are most likely to enhance their productivity towards their organisations. For instance, performance appraisal exercises often turn out to be mere annual ritual in universities, where staff (particularly academic) are appraised without commensurate rewards, promotions when due or clear feedback communication processes. This, to a considerable extent is viewed by workers as injustice. Performance appraisal reports in many organisations do not translates to rewards or promotions for staff appraised, and such actions may de-motivate the hard-working/performing staff, thereby leading to low productivity, inefficiency and ineffectiveness of staff of such organizations.

However, according to this theory, poor feedback mechanism and procedures involved in assessing workers progress in an organization affects workers' productivity, because the satisfaction of performance evaluations procedure by workers can be achieved, when it integrates the principles of fairness, impartiality, equity and justice. Therefore, according to Greenberg (1987), effective and efficient performance appraisal is not only just, fair and impartial, but provides clear feedback to workers appraised, which invariably leads to job satisfaction and enhances productivity.

Hypotheses

The hypotheses below are articulated to provide this study with an analytical guide:

- i. Effective performance appraisals tend to determine workers' promotion in University of Uyo.
- ii. Feedback on performance appraisal tends to increase workers' productivity in University of Uyo.

Research Design

This study adopted descriptive and survey research design and relied on both primary and secondary data. This research design adopted helps the researcher to elicit information from a subset of the entire population. This research design involves the use of questionnaire to gather and analyse sample data from the population and draw inferences. According to Flink (2002b), survey represents a strategy for collecting information for description, comparison or explanation of attitudes and actions. As Sapsford (2006) points out, survey is a comprehensive and quantified description of a population, and it entails a systematic collection of data either through interview, questionnaire or observation.

However, the questionnaire generated the primary data while the secondary data were collected from textbooks, journals, unpublished works and official document. The data collected were analyzed descriptively and quantitatively using chi-square statistical technique at 0.05 level of significance.

The population of the study comprises of all academic and non-academic staff in the 14 faculties of the University of Uyo. The faculties are: Agriculture, Arts, Basic Medical Sciences, Business Administration, Clinical Sciences, Communication Arts, Education, Engineering, Environmental Studies, Law, Pharmacy, School of Continuing Education, Sciences and Social Sciences.

According to 2021/2022 appraisal report, the total academic and non-academic staff of the University is put at one thousand, five hundred and twenty-one (1,521) and four thousand, one hundred and twenty-eight (4,128) respectively.

Method of data collection

The study used documentary and survey methods. Using Taro Yamane formula for the population of five thousand, six hundred and forty-nine (5,649), that is $(1521+4128 = 5649)$, the sample size of three hundred and seventy-four (374) were chosen. Copies of questionnaire were distributed to each of them, selected through simple random technique to avoid bias. A total of two hundred and ten (210) copies of questionnaire were distributed equally (15 each) to academic staff in the fourteen (14) faculties that make up the University. Also, sixteen (16) copies each of questionnaire were distributed to non-

academic staff of faculties of Education and Sciences because of large numbers of staff there and eleven (11) each to the remaining twelve (12) faculties, bringing the total distributed to non-academic staff to one hundred and six-four (164). However, of the total of 374 questionnaire distributed, 348 were retrieved, representing 93.05 response rate. This data for the study comes from both primary and secondary sources.

The study adopted a 5-point Likert scale structured questionnaire with 7 statements. The response option is: Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD) and Undecided (UN). The research design used has help in advancing tangible insight into performance appraisal and workers' productivity in University of Uyo.

Method of data analysis

The study used qualitative and quantitative methods of data analysis. Qualitatively, the study employed deductive-inductive logical reasoning and qualitative descriptive methods of content analysis. Quantitatively, the study used chi-square statistical technique to test the formulated hypotheses at 0.05 level of significance. Therefore, the data so collected were analyzed descriptively and quantitatively. The empirical verification carried out to validate the hypotheses helps in achieving valid, reliable and verifiable conclusio

Empirical Verification

Empirical verification was undertaken to validate the formulated hypotheses for the study. This has help in achieving reliability and verifiable conclusion for the study. However, this section handled socio demographic characteristics of respondents, distribution of responses to the statements on the questionnaire, testing and validation of the two hypotheses formulated of the study.

Table 1: Socio-demographic Characteristics of Respondents

Characteristics	Frequency (N = 348)	Percentage (%)
Sex:		
Male	196	56.3
Female	152	43.7
Age:		
18 – 27	88	25.3
28 – 37	97	27.9
38 – 47	104	29.9
48 and above	59	16.9
Educational Qualification:		
SSCE	68	19.5
OND/HND	78	22.4
BSc	99	28.5
MSc and above	103	29.6
Staff:		
Academic	200	57.5
Non-academic	148	42.5
Respondents' Faculty:		
Agriculture	24	6.9
Arts	25	7.2
Basic Medical Sciences	24	6.9

Business Administration	24	6.9
Clinical Sciences	25	7.2
Communication Arts	25	7.2
Education	27	7.7
Engineering	25	7.2
Environmental studies	25	7.2
Law	24	6.9
Pharmacy	24	6.9
School of Continuing Education	25	7.2
Sciences	26	7.4
Social Sciences	25	7.2

Source: Field work (2023).

In Table 1 above, the sex distribution of the respondents shows that 196 (56.3%) were males, while 152 (43.7%) were females. The table also shows that 18-27 age range of respondent were 88 (25.3%), 28-37 were 97 (27.9%), 38-47 were 104 (29.9%) and 48 and above were 59 (16.9%). On educational qualification, 68 (19.5%) had SSCE, 78 (22.4) had OND/HND 99(28.15%) had BSc. and 103 (29.6%) obtained MSc and above. The table further shows that 200 (57.5%) were academic staff while 148 (42.5%) were non-academic staff. The table also revealed that respondents from the faculties were as follows: Agriculture 24 (6.9%), Arts 25 (7.2%), Basic Medical Sciences 24(6.9%), Business Administration 24 (6.9%), Clinical Sciences 25 (7.2%), Communication Arts 25 (7.2%), Education 27 (7.7%), Engineering 25 (7.2%), Environmental Studies 25 (7.2%), Law 24 (6.9%), Pharmacy 24 (6.9%), School of Continuing Education 25 (7.2%), Sciences 26 (7.4%) and Social Sciences 25(7.2%).

Table 2: Frequency Distribution of Responses

S/N	Statement (s)	SA	A	D	SD	UD	Total
1.	Effective performance appraisals help in determining workers' promotion and productivity in University of Uyo	167	120	21	30	10	348
2.	Motivations, timely promotions, rewards and compensations increases workers' productivity in University of Uyo.	162	105	35	26	20	348
3.	Effective feedback on performance appraisals helps in increasing workers' productivity in University of Uyo.	150	103	39	29	27	348
4.	Conducive working environment may influence how workers perform in any organisation	139	127	36	28	18	348
5.	When workers are informed of their performance, they are likely to improve on their performance.	170	124	26	19	09	348
6.	Effective performance appraisals help in the achievement of organizational goals and objectives	173	121	26	10	18	348
7.	Proper implementation of performance appraisal reports has propensity of improving workers' productivity in University of Uyo.	148	130	27	30	13	348
	Total	1048	831	250	192	115	2436

Sources: Field work (2023)

Testing and validation of hypothesis 1

Table 3: Chi-square test of hypothesis

Hypothesis 1	Df	P	Critical value	χ^2	Decision
Effective performance appraisals tend to determine workers' promotion in University of Uyo	8	0.05	15.51	19.12	Reject Ho Accept H ₁

Statements 1, 2 and 6 were used to test hypothesis 1

$$\chi^2 = 19.12$$

$$P = 0.05$$

$$\text{Critical value} = 15.51$$

$$\text{Degree of freedom} = 8$$

The result of the chi-square test of hypothesis 1 validates the hypothesis. The analysis revealed that effective performance appraisals can improve workers' productivity through timely promotions of staff in University of Uyo. The outcome of the analysis revealed that performance appraisal allows management of organizations to decide which worker is to be promoted, which worker has contributed much to the organizational growth and those that needs to be trained. From the analysis, it could be deduced that motivations, timely promotions, rewards and compensations in organization can enhance the performance of workers in the organization. This finding supports the views of Armstrong (2012) and Raji and Jackson (2012) who emphasized that rewards are basic components of performance appraisal process if effectiveness, efficiency and productivity is to be enhanced. According to them, effective training can reduce costs, enhance individual team spirit and corporate performance in terms of output, improve productivity, increase level of competence, enhance workers' skills and development prospects, etc.

The result of the analysis also aligns with Atiomo (2000) who posits that performance appraisal can serve a wider range of purposes, including improving performance of workers for higher productivity in organization, promoting deserving workers as at when due, identifying training and development needs of workers, enhancing workers' potentials, enhance communication and relationship, improving incentives as well as help in salaries and wages determination. This study's finding further supports Danvila-delvalle, Mignel and Antonio (2011) work as they conclude that training and promotion of employees facilitates their contributions to overall organizational objectives and empowers them to perform their assign task effectively. They contended that training of workers by their organizations gives them confidence to contribute more efforts as well as giving their best towards the overall effectiveness, efficiency and productivity of the organization. Similarly, the validated hypothesis supports Dessler and Akram (2012) study, as they averred that

training, motivation, rewards as well as promotion of workers empowers them to imbibe skills required for performance of organizational tasks. According to Armstrong (2003), training represent deliberate and systematic modification of behaviour through learnings, programmes and instructions which facilitates individuals' accomplishment of tasks, attainment of goals, increase in skills, knowledge and competence needed to effectively discharge assigned responsibilities.

Javadein (2011) contends that one of the major objectives of performance appraisal is to identify the personnel's educational, promotion and training needs. In terms of training, it will afford the employees the opportunity to access latest technological skills similar to other organizations, identifying latest strategies and operational skills needed in the organization to achieve effectiveness. Therefore, organizations engaging in identifying these potentials will definitely succeed in any competitive environment.

Lending credence to the above, Abedi (2014) avowed that performance appraisal if not properly conducted may result in poor productivity, inefficiency and in effectiveness in the organization. The revelation of the analysis also showed that effective performance appraisal translates to positive impact on workers' job improvement and promotion. Generally, achievement of organizational goals and objectives depends on how performances of workers in organisations are appraised; hence, majority of the respondents declared that effective performance appraisals help in the achievement of organizational goals and objectives. Sometimes, performance appraisal does not really translate to personnel job output as a result of maintaining same instruments and standards of appraising staff over the years. Thus, this may have little impact or on impact on workers' productivity.

Sorush (2011) avowed that performance appraisal in Nigeria Universities failed to impact meaningfully on promotion and productivity of staff, since the exercises are only carried out for mere formality without corresponding effects. This is so because performance appraisal reports need to generate appreciable impact in terms of resulting in workers' rewards, promotions, productivity, effectiveness and efficiency. However, despite, consistent performance appraisals in the University of Uyo, workers' promotions are still

delayed, showing the exercise has little or no effect on personnel efficiency, promotion and training. It is on this note that this study has found that proper or effective performance appraisal can generate positive impact on workers' promotion, productivity and training in University of Uyo.

According to Soroush (2011) and Rostami, Bahramzadeh and Saedii (2015), adequate, timely and effective performance appraisal of workers as well as timely release of promotions will make the workers to exhibit their talents and to be more productive and committed. However, this finding aligns with the views of Muya and Nganga (2012) who stated that regardless of the substantial wage increase, promotion of staff acts as strong incentives and motivators to workers as it offers them opportunity to attain higher position. Thus, the delay in promotion of workers may cause them not to contribute their best towards organizational growth. According to them, timely promotion and training enhances workers' productivity.

In support of the findings of this study, Jabeen (2011) and Binta *et al.* (2019) stated that promotion, motivations and other incentives increase the level of work performance and commitment to organizational goals and objectives. Accordingly, career advancement, incentives and motivation promote workers' productivity.

The analysis and facts supplied have strongly validates hypothesis 1

Testing and validation of hypothesis II

Table 4: Chi-square test of hypothesis II

Hypothesis II	Df	P	Critical value	χ^2	Decision
Feedback on performance appraisals tends to increase workers' productivity in University of Uyo.	8	0.05	15.51	21.92	Reject Ho Accept H ₁

Statements 3, 5 and 7 were used to test hypothesis II

$$\chi^2 = 21.92$$

$$P = 0.05$$

$$\text{Critical value} = 15.51$$

$$\text{Degree of freedom} = 8$$

The result of the analysis of hypothesis II revealed that feedback on performance appraisals can increase workers' productivity in University of Uyo. This finding suggests that there is a significant relationship between rewards, motivation, feedback and workers' productivity. Thus, feedback on performance appraisals may come by way of promotions, rewards, compensations and commendations, and the importance of these indices is that they can predict performance. Therefore, improvement in rewards and motivations of workers results in quality performance as well as commitment to assigned tasks.

The result of the analysis of hypothesis II aligns with Mottaz (2011) who says that value place on feedback and/or motivation boost workers' morale and enhance their productivity. When workers are informed of their performance, may be through rewards, compensations, commendations and promoting, they are most likely to improve on their performance. According to Mihaiu (2014), workers' productivity encompasses combination of employee's ability, motivation and the environment he or she is working. In other words, proper implementation of performance appraisal reports has propensity of improving of improving workers' productivity in University of Uyo. Therefore, commitment to staff welfare by the organisation contributes largely to staff output and/or performance. The amount of money staff is paid, delay in promotion, uncondusive working environment, lack of risk allowance, etc. contributes to poor productivity and efficiency of workers (Mihaiu, 2014).

The findings of this study revealed that the result of performance appraisal in the University of Uyo has not really contributed to rewards, promotions and training needs, thus rendering the appraisal exercises as yearly ritual that does not translate to effective workers' productivity booster. In support with the study findings through hypothesis II testing, Lithakong (2014) submits that the level to which workers perform in steel organisations is dependent on the efficiency and effectiveness of the evaluating system used by the organisation. Therefore, workers' performance, efficiency, productivity and effectiveness tend to reduce if the appraisal system or method is faulty or ineffective.

Generally, respondents for the study opined that training and development, promotion through effective performance assessment can assist organisations in cutting administration

and operational costs as well as boast the strength and quality of human resources. Therefore, effective performance assessment has positive effect on organization's job performance. The implications of the tested hypotheses II are that when workers in any organization are satisfied with the processes and procedures of evaluation, they will endeavour to contribute their best towards increasing productivity in the organisation.

Conclusively, Onyije (2015) submissions aligned with the finding of this study, when he concludes that effective, efficient and adequate performance appraisal facilitates the placement of the right people at the right time for the right job in a changing environment. Therefore, the organizational performance depends on effectiveness and efficiency of human resources working in the organization.

The above arguments and submissions validate hypothesis II.

Summary and Conclusion

This study focuses on performance appraisal and workers' productivity and Nigerian public service; with special interest in University of Uyo, Akwa Ibom State, Nigeria, 2021-2023. Every organization relies on its workforce for productivity and effectiveness. Therefore, improving the performance of academic and non-academic staff of universities in terms of output becomes the utmost importance to the University Governing Council and the Management.

However, performance appraisal is one of the major human resource exercises undertaken by the Universities which have implications for workers' motivations, performance and productivity in the Universities. The primary goals of this study were to examine how effective is performance appraisals in determining workers' promotion as well as how effective is feedback on performance appraisals in increasing workers' productivity in University of Uyo. In Nigeria, various public sector organizations have been faced with productivity challenges and that gives attention to various public sector reforms in the country. Therefore, performance appraisal has been an essential tool for enhancing productivity. The productivity-related challenges include, poor reward system, poorly defined human resources objectives, lack of motivation, and delay in promotion, low

budgetary allocation for staff training and development as well as poor/lack of feedback on staff performance appraisals.

The springboard of this study was background of the study, statement of the problem (research questions), objectives and significance of the study. The study reviewed relevant literature and adopted the organizational justice theory as its theoretical framework as well formulated two hypotheses. The study employed descriptive and survey research design. The population of the study was made up academic and non-academic across the 14 faculties of the University (5649), but a sample of 374 respondents was drawn using Taro Yamane formula through a simple random process. Chi-square statistical technique was used to test the two formulated hypotheses.

The empirical verification conducted for the study revealed that effective performance appraisals can improve workers' productivity through timely promotions of staff. The study further revealed that feedback on performance appraisals can increase workers' productivity in University of Uyo, Akwa Ibom State, Nigeria.

This research has addressed the gap in the literature regarding performance appraisal and workers' productivity in Nigerian public service, with focus on University of Uyo. The research design adopted for this study helps in gathering survey opinion on the subject matter. Finally, the study in line with its objective and significance delves into providing and recommending some policy alternatives for effective and efficient performance appraisal in public service and in University of Uyo. Therefore, the revelations of this study have important policy implications.

Recommendations

The following recommendations were put forward based on the analysis of the literature and empirical verification:

- i. Staff of University of Uyo should be promoted as at when due as well promotion issues given serious attention.
- ii. Reports of performance appraisals should be communicated to staff concerned as well as using them to reward and compensate outstanding staff of the University of Uyo by way of accelerated promotions and letters of commendations.

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Development of Future Monetary Policy Strategies

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Abstract

As global economies become increasingly integrated and trends toward digitization intensify, a fluid and robust monetary policy framework is more essential than ever. This paper analyzes new trends in monetary policy in light of globalization, technological advancement, and emerging financial risks. It explores how monetary authorities can use tools such as quantitative easing, forward guidance, and central bank digital currencies to address modern economic realities. This paper also assesses Artificial Intelligence's (AI) capacity to address various challenges, including predictive accuracy, policy lag, and bias. Furthermore, this paper examines ethical and data privacy issues and calls for stronger regulation when applying AI analyses to monetary policies. The study's implications suggest that effective future monetary policy frameworks should focus on developing a comprehensive, anticipatory approach that stabilizes concerned economies, moderates aggregate demand and supply risks, and fosters balanced growth, thereby promoting long-term macroeconomic stability.

Keywords: Digitalization, Quantitative Easing, Forward Guidance, Central Bank Digital Currencies (CBDCs), Artificial Intelligence (AI) in Economics, Predictive Analytics, Macroeconomic Stability, Financial Risks, Data Privacy, Cybersecurity, Climate-Related Financial Risks, Green Monetary Policy, Macroprudential Policy;

Introduction

The development of monetary policy has historically focused on macroeconomic balance, inflation control, and economic growth. These objectives have become more prominent as financial systems and economies have integrated and transitioned towards digital processes. Most countries worldwide, especially developed ones, have traditionally employed tools such as inflation control, adjustments to base interest rates, and open market operations to achieve these goals.

However, new factors such as globalization dynamics, interconnections within financial markets, climate-related risks, digital currencies, and unforeseen events like the COVID-19 pandemic are shaping the future of monetary policy. In this paper, we analyze several recent developments in monetary policy, including central bank digital currencies, the impact of climate change, macroprudential policies, international cooperation and artificial intelligence as a real-time data analysis tool for enhancing policy effectiveness.

A Literature Review

The issuance of Central Bank Digital Currencies (CBDCs) has become a major topic of debate in recent monetary policy literature. As Prasad (2021) notes, a CBDC is the digital version of a sovereign national currency created and controlled by the central bank. While a CBDC is distinct from decentralized cryptocurrencies like Bitcoin, it offers the status of legal tender and could improve payment systems (Prasad, 2021). Moreover, CBDCs could help resolve issues such as cross-border payments and reduce the reliance on cash, especially in regions with limited traditional banking infrastructure (Auer & Böhme, 2020).

Another major reason for introducing CBDCs, as identified by Bordo and Levin (2017), is their potential to strengthen the effectiveness of monetary policy. CBDCs can enable central banks to exert more direct control over money supply and interest rates, even allowing for the implementation of negative interest rates during deflationary periods and economic downturns. Furthermore, CBDCs could help central banks maintain control over financial stability in an increasingly digital economy by mitigating the risks associated with

private-sector digital currencies, which could otherwise lead to financial bubbles (Carstens, 2021).

The available literature also discusses several drawbacks of CBDCs in detail. One key concern is cybersecurity risks: as digital assets, CBDCs make the economic infrastructure more vulnerable to cyberattacks (Prasad, 2021). Additionally, concerns of privacy arise with CBDCs, particularly in centralized implementations, as they could increase governmental oversight of transactions within the economy, potentially eroding public trust in the central bank (Auer & Böhme, 2020). Lastly, there is apprehension that CBDCs could disrupt the traditional banking system by diminishing the role of commercial banks as financial intermediation (Bordo & Levin, 2017).

Similarly, research linking climate change and monetary policy has attracted growing attention from scholars in recent years. Batten and colleagues (2020) emphasize that central banks must consider climate-related risks as integral to monetary policy. Climate change has the potential to disrupt economic activities and financial markets, making policy adjustments by central banks increasingly necessary. Moreover, the policymakers can promote green investments by adjusting their asset purchase schemes to prioritize green bonds or by excluding high-carbon assets from these programs (Campiglio et al., 2018). For example, the European Central Bank (ECB) has initiated climate stress tests to evaluate climate risks within the financial sector (Batten et al., 2020).

However, implementing green monetary policies is challenging. Insufficient data on the adverse impacts of climate change complicates central banks' estimation of climate risks (Batten et al., 2020). Additionally, integrating climate objectives with central banks' traditional goals of price stability and financial stability may require stronger cooperation with fiscal authorities (Campiglio et al., 2018).

As since 2008 financial crisis, central banks have increasingly used macroprudential measures to safeguard financial stability. These policies aim to manage self-reinforcing dynamics within financial markets, thereby stabilizing the financial system. Tools such as

countercyclical capital buffers and liquidity responses help stabilize credit across economic cycles and prevent the spread of financial imbalances (Claessens, 2015).

Moreover, studies demonstrate that monetary policy is increasingly intersecting with financial regulation. For instance, quantitative easing (QE) programs significantly impact asset prices and risk-taking behaviors, affecting financial stability, as noted by Claessens (2015). Consequently, central banks must coordinate monetary and financial policies to achieve the goal of sustainable and comprehensive development.

On the one hand, macroprudential policies have proved useful in preserving financial stability, however, they also come with certain drawbacks. For example, quantitative easing (QE) has contributed significantly to asset price inflation, raising concerns about market distortions and the potential for financial bubbles (Claessens, 2015). Additionally, global financial integration increases the interconnectedness of monetary policies across countries, meaning that actions taken within one country can affect others, thereby increasing interdependency (Claessens, 2015).

In the current global economy, fundamental policies—particularly monetary policies—often require synchronization. For instance, during the COVID-19 outbreak, central banks in developed countries like the Federal Reserve (Fed) and the European Central Bank (ECB) adjusted their funding activities to bring stability to global markets (Carstens, 2021). Obstfeld and Rogoff (2020) note that this kind of coordination is essential for managing international financial crises and ensuring adequate global liquidity.

However, managing monetary policies at an international level is challenging due to different economic conditions across countries. For instance, while the U.S., Europe, Japan, and most other developed countries may begin to scale back on policy support and tighten monetary policy to curb inflation, many developing nations will still require accommodative measures to stimulate growth (Krugman, 2021). Political risks, particularly those associated with large economies like the United States and China, also pose threats to global monetary coordination (Obstfeld & Rogoff, 2020).

Economic forecasting is a core requirement that underpins the use of Artificial Intelligence (AI) in monetary policy. Nguyen et al. (2019) state that the machine learning capabilities of AI allow central banks to quickly analyze high-frequency data, enhancing economic forecasts. By continuously updating indicators such as consumption, inflation signals, and employment, AI systems provide central banks with efficient recommendations, increasing the accuracy of monetary operations. Similarly, Roubini and Mihm (2020) argue that AI can predict hidden or unknown growth trajectories and financial risks that traditional models might overlook, thus providing the ability to prevent potential crises.

Some scholars have noted the potential of using AI in analytical processes to improve preventive policy measures. Baldwin and Weder di Mauro (2020) describe how predictive, AI-driven models can indicate the likelihood of an economic recession or rising inflation, enabling central banks to adjust interest rates or liquidity levels proactively. This contrasts with traditional forms of monetary policy, where indicators are often anticipated and met later with reactive solutions that can be untimely and, therefore, less effective. The ability to identify economic shocks in real time also opens up opportunities for deploying real-time stabilization measures (Nguyen et al., 2019).

AI also enables financial policy differentiation on a regional or sectoral basis. Central banks are increasingly aware that they cannot treat whole economies uniformly with the same price, liquidity, and monetary (P-L-M) policies, which might create bubbles in some sectors while inducing recessions in others. AI can analyze data with high precision, facilitating targeted interventions in specific economic areas. For instance, Bengio (2019) suggests that central banks could use AI for targeted lending programs or adjust interest rates in specific industries, such as housing or technology, which may face different economic conditions. When applied in a coordinated manner, these selective policies can address multiple risks, preventing destabilization of the broader economy by resolving issues in specific sectors without affecting other areas.

However, some challenges still exist in applying AI to monetary policy. As Nguyen et al. (2019) point out, central banks encounter obstacles in data integration, computational

platforms, and the skills required of financial experts. While AI has the potential to transform financial systems, upgrading these systems with new technologies and developing the skills to implement and regulate AI are critical tasks. Furthermore, new types of systemic risks may arise from machine learning models if these models fail to maintain accurate relationships among system elements. Baldwin and Weder di Mauro (2020) suggest that future research should focus on advancing AI models and ensuring their resilience across different economic conditions.

Five major Pillars of Future Monetary Policy Strategies

Given the significant changes in the global financial context, steering the world economy and restoring stability has become a far more challenging task for central banks. The two main historical approaches to monetary policy, while setting specific interest rates and targeting inflation, appear inadequate for managing today's modern economy. Emerging trends now require central banks to adopt new technologies, moving beyond the traditional techniques that have long formed the foundation of most monetary practices.

This section explores five major pillars of future monetary policy strategies: digitalization through Central Bank Digital Currencies (CBDCs), managing the environmental impacts of finance and the monetary system, enforcing macroprudential measures to preserve financial stability, strengthening international collaboration in the monetary field and integrating or evolving with the artificial intelligence.

These pillars represent critical domains in which central banks must evolve and cooperate to address emerging challenges, prevent financial crises, and ensure sustainable development. Further research in these areas will be essential for policymakers as they navigate the volatility and opportunities brought by technological advancements, environmental concerns, and the shifting international landscape.

Central Bank Digital Currencies (CBDCs) and the Digitalization of Payments

CBDCs represent one of the most important trends discussed today, as they are expected to play a crucial role for central banks worldwide. Unlike decentralized digital currencies like

Bitcoin, CBDCs are legal tender and can offer faster, safer, and more efficient payment methods (Prasad, 2021).

By design, CBDCs have the potential to address challenges associated with cross-border payments and the use of cash, particularly in areas where conventional banking systems are less prevalent (Auer & Böhme, 2020). Central banks face increasing pressure from advancements in digital technology to adopt appropriate innovations that maintain efficient payment systems and support effective monetary policy. Practical measures in CBDC implementation could help mitigate potential risks while maximizing benefits, allowing CBDCs to operate alongside traditional banking frameworks and enhancing the range of monetary policy tools available. Below are indicated several core points needed to be taken account while embracing mentioned payment system.

Cybersecurity and Privacy Protections

One of the main issues with CBDCs is that policymakers face certain difficulties in providing efficient cybersecurity measures and ensuring the privacy of users' data. Auer and Böhme (2020) noted that since CBDCs are decentralized, they are easy targets for hackers due to their digital nature. To counter this, central banks need to invest a significant amount in security infrastructure to avoid data breaches and to ensure that the integrity of the financial system is not jeopardized. On one hand, privacy advocates argue that the introduction of CBDCs may lead to tight control over financial transactions, a situation that undermines people's privacy rights. To restore and prevent the loss of public confidence, a balance should be created between accountability, the prevention of fraud, and the monitoring of one's financial activity on one side, and the personal right of an individual to privacy on the other side (Auer & Böhme, 2020).

Financial Inclusion and Accessibility

Another unforeseen benefit often discussed regarding CBDCs is the potential to facilitate financial inclusion through these types of digital currencies, especially in the developing world, where common banking services are not available. Since they offer a secure and easily accessible digital form of currency, CBDCs could go a long way in filling this gap for

the unbanked. However, successful implementation will depend on disseminating information about how to use CBDCs and ensuring that it reaches potential users, irrespective of their technological know-how, smartphone availability, or constant internet connection (Prasad, 2021).

Hybrid Models and Intermediaries

To deflect the eviction of traditional banking securities from digital goods/assets, it has been argued that central banks can produce CBDCs while private agents (such as commercial banks and fintech firms) circulate them. In his paper titled Monetary Integration for the United States, Bordo and Levin (2017) suggested that this two-tier system is capable of keeping central banks in control of monetary policy while also ensuring that commercial banks remain relevant as financial intermediaries. This model would eliminate the probability of all citizens depositing their money directly into CBDCs, which would help avert possible bank runs and upheavals affecting credit markets (Bordo & Levin, 2017).

International Coordination and Standards

Since CBDCs are expected to be involved in cross-border transactions, there would be increasing demand for them to be interoperable across national boundaries. According to the Bank for International Settlements (BIS, 2021), there is a need for necessary CBDC standards and regulations regarding cross-border settlements and combating uses such as money laundering, among others. Without such standards, there may be problems associated with substituting complete reliance on foreign digital currencies, with all the implications detrimental to macroeconomic control that this implies in vulnerable economies.

Mitigating Financial Disintermediation

A notable challenge regarding CBDCs is the potential phenomenon normally referred to as financial disintermediation, meaning citizens will hold funds directly with the central bank rather than alongside commercial banks. Auer and Böhme (2020) argue that there are policy options for central banks to limit investments in CBDCs or provide positive interest

rates on balances in commercial banks to curb deposit base bleed. It is also important to understand the effect of CBDCs on the financial system over time through phased implementation, such as pilot projects currently visible with China's digital yuan (PBOC, 2021).

Incorporating CBDCs into Monetary Policy

The issue of CBDCs may offer central banks other devices to boost the effectiveness of their monetary policy. For example, CBDCs would facilitate a more effective imposition of negative interest rates on individuals' digital currency balances as a mechanism for promoting spending during deflation (Prasad, 2021). The adoption of CBDCs also makes it easier for central banks to gain better control of inflation and, consequently, financial stability by accommodating the current existing monetary policy frameworks.

Legal Frameworks and Regulatory Updates

The development and adoption of CBDCs require corresponding adjustments in legal systems as well as in financial provisions. According to Auer, Spakowski, and Cosh (2021), countries will complement their existing legislation for currency, introduce a excess of new financial standards, or pay sufficient attention to the control of digital payment systems. This is why the concept of regulatory sandboxes limit testing zones for CBDCs that will be established before the official launch of these instruments that will become a key tool for central banks.

Monetary Policy Transmission and Financial Stability

Another benefit of CBDCs, as described by Bordo and Levin (2017), is the improvement of the effectiveness of national monetary policy. From this perspective, CBDCs could directly control the money supply and consequently interest rates, allowing for the implementation of negative interest rates during a deflationary period or an economic slump. Furthermore, central banks can retain power within policymaking institutions for an increasingly interconnected and digital financial structure by curbing or eliminating the emergence of

privately issued digital currencies or cryptocurrencies, which could potentially fuel financial bubbles (Carstens, 2021).

Challenges in Implementing CBDCs

Issues discussed in the paper include the following challenges associated with CBDCs. Their implementation is linked to cybersecurity threats because digital currency is prone to hacking (Prasad, 2021). Additionally, privacy risks can arise since CBDCs, if designed to facilitate surveillance over transactions, may undermine trust in the central bank (Auer & Böhme, 2020). There is also the question of whether the disintermediation of traditional banking systems is possible with the help of CBDCs, as their introduction is believed to limit the role of commercial banks in financial intermediation (Bordo & Levin, 2017).

Addressing Climate Change through Monetary Policy

Managing climate change through monetary policy is one of the latest trends among central banks globally. Historically, central banks have focused primarily on maintaining inflation rates and financial stability. However, the integration of global climate risks into the monetary policy frameworks of central banks, which previously remained peripheral, has become a significant concern. This section outlines the most effective ways to respond to climate change using monetary policy, as supported by research and policy reviews. As Batten et al. (2020) pointed out, global central banks need to incorporate climate risks into monetary policy frameworks to maintain stability. Global warming and climate change may inevitably disrupt economic processes and the financial market, potentially prompting central banks to adjust policies.

Financial Stability and Climate Risk Assessment

One powerful tool through which central banks can address climate change is by incorporating climate-related risks within financial stability assessments. Physical risks, such as natural disasters, and transition risks, including policies aimed at emission reductions, can lead to asset value losses, insurance claims, and even bank failures.

Therefore, central banks can conduct climate stress tests to gain insights into how climate change may impact financial institutions. Batten et al. (2020) noted that the ECB has already incorporated climate stress tests into its monetary framework. These tests help central banks assess the vulnerability of the banking system to climate shocks, potentially preventing financial crises.

Adjusting Asset Purchase Programs to Promote Green Bonds

Another instrument is the modification of central banks' asset purchase programs to support sustainable investments. Boards, especially those practicing in QE and purchase significant volumes of assets, such as government bonds, could Through these purchases influence the growth of the green economy and promote green bonds, which provide financing for environmentally sustainable projects (Campiglio et al., 2018). This approach can also signal markets to encourage greater private investment in climate friendly projects.

Implementing Differential Capital Requirements

Central banks can introduce variations in capital requirements, applying higher requirements to facilities lending to high carbon emitters compared to more environmentally friendly projects. This positively impacts the environmental landscape by motivating banks to finance ecological projects across industries. D'Orazio and Popoyan (2019) cite that such policies can effectively encourage financial sector actors toward environmentally friendly actions without directly regulating the market.

Expanding the Central Bank Mandate to Include Climate Objectives

Some academics and policymakers argue that central banks should officially expand their objectives to include climate outcomes alongside inflation and financial stability. Campiglio (2016) notes that, with control over financial markets and liquidity, central banks are well-positioned to manage climate risk. This expanded mandate would allow for more assertive action on climate risks while remaining within the central banks' traditional scope.

Cooperation with Fiscal Authorities

Cooperation with fiscal authorities is crucial for addressing climate change through monetary policy. While central banks manage the money supply and financial structure, addressing climate change requires coordination with other governmental policies, such as carbon pricing and renewable energy investments. Batten et al. (2020) emphasize that integrating monetary and fiscal policies is essential to bridge gaps and form an effective strategy for managing climate risks, especially when aiming to integrate sustainable financial stability with climate goals.

Green Monetary Policy

Central banks can support green investments by redesigning asset repurchase facilities to include only green bonds or by consciously avoiding high-carbon assets (Campiglio et al., 2018). For example, the ECB has initiated climate stress tests to assess the potential adverse effects of climate risks on the financial system (Batten et al., 2020).

Challenges in Implementing Green Monetary Policy

However, implementing green monetary policies is not without challenges, as discussed throughout this paper. Currently, central banks face difficulties in measuring climate-related risks due to a lack of accurate data on the financial impact of climate change (Batten et al., 2020). Furthermore, central banks now handle dual mandates on price stability and financial stability, thus further incorporating climate objectives may necessitate increased collaboration with fiscal authorities (Campiglio et al., 2018).

Financial Stability and Macroprudential Policies

Countercyclical Capital Buffers

The most popular and effective of these is the countercyclical capital buffer (CCB), which requires banks to hold higher amounts of capital during periods of excessive credit expansion. During a recession, part of this buffer can be reduced to provide banks with

more capital to absorb losses. As Borio (2014) states, CCBs have the potential to mitigate the procyclicality of the financial system by curbing credit expansion and softening the effects of economic downturns. By increasing capital requirements during economic upturns, banking institutions are better positioned to face future challenges that may arise in downturns.

Leverage Ratios

Another tool is the total leverage ratio, which constrains the amount of debt that financial institutions can assume based on their capital levels. Unlike risk-based measures, the leverage ratio applies a fixed standard to all assets, regardless of perceived risk. This approach helps prevent excessive financial leverage, a primary cause of past financial crises (Adrian & Shin, 2010). Following the global financial crisis, the Basel III regulation introduced a leverage ratio to set a minimum level of equity capital that banks must hold against their total assets.

Liquidity Requirements

Another essential concept for financial stability is ensuring that identified banking facilities hold enough capital to cover outstanding short-term obligations. Two key ratios developed under the latest Basel III framework are the Liquidity Coverage Ratio (LCR) and the Net Stable Funding Ratio (NSFR). The LCR requires banks to maintain a sufficient quantity of high-quality liquid assets that can be converted to cash on short notice, covering a minimum of 30 days. Meanwhile, the NSFR encourages banks to rely on more stable sources of funding for their longer-term activities (King, 2013).

Stress Testing

Stress testing has also proven to be a key feature of the macroprudential operating model, serving as a technique that can reveal the readiness of banks and other financial institutions to face adverse economic conditions. Stress testing exposes organizations to potential disasters, such as economic downturns, stock market crashes, or cash shortages, to determine whether an organization has adequate capital and cash reserves. According to

Hirtle and Lehnert (2014), stress testing helps identify weaknesses in financial structures and encourages alterations before a crisis occurs. Other global central banks, such as the Federal Reserve in the United States and the ECB, conduct annual, bi-annual, or tri-annual stress tests.

Monitoring Systemic Risks and Shadow Banking

Macroprudential regulation also includes assessing macro risks, especially within the non-bank financial system, often referred to as the shadow banking system. Components of the shadow banking sector include hedge funds, investment funds, and money market funds. While many of these operate outside the formal legal framework of the traditional banking system, they remain heavily linked to it. Claessens and Kodres (2014) argue that when these institutions engage in maturity transformation, leverage, and interconnectedness, they become exposed to liquidity and credit risks. Regulators can help reduce vulnerabilities within the shadow banking sector by strengthening oversight and enhancing the authority of regulatory bodies over shadow banks.

Dynamic Loan-to-Value (LTV) and Debt-to-Income (DTI) Ratios

Variable LTV and DTI ratios are important macroprudential tools for managing excessive household credit and housing price risks. These ratios limit the total amount individuals can borrow in relation to the value of the underlying collateral (LTV) or income (DTI), thereby preventing over-leveraging. Through these ratios, regulators can curb credit expansion during asset bubbles or tighten credit during specific phases to achieve stability in the housing market (Crowe et al., 2011).

Collaboration between Monetary and Macroprudential Policies

Thus, a high level of coordination between monetary policy and macroprudential policy is essential for effective macroprudential regulation. While monetary policy focuses on inflation and economic growth, macroprudential policies address sectoral/systemic risk and financial stability. Galati and Moessner (2013) argue that both policies should be aligned so as not to oppose each other. For example, if there is a low-interest rate regime intended to

stimulate economic activity, regulators may need to increase capital and liquidity ratios to avoid excessive risk-taking within the financial sector.

Coordination between Monetary and Fiscal Policies

The literature indicates a growing association between monetary policy and fiscal regulation. As Claessens (2015, p. 5) noted, quantitative easing (QE) programs significantly influence asset prices and risk-taking, particularly with respect to financial stability. Therefore, central banks and other authorities involved in monetary and fiscal development must systematically consider long-term stability.

Challenges in Macroprudential Policy

While macroprudential policies are effective in easing financial instability, they also have side effects. Quantitative easing has improved asset prices but has raised concerns about market distortion and the creation of asset bubbles (Claessens, 2015). Additionally, the globalization of financial systems means that policy decisions in one country can have external effects across borders, necessitating international cooperation (Claessens, 2015).

International Cooperation in Monetary Policy

Coordinated Monetary Responses to Global Shocks

Another area with clear potential for international central banking cooperation is monetary policy accommodation in response to global shocks. For example, during the financial crisis of 2008 and the COVID-19 pandemic, the Fed, ECB, and BoJ engaged in synchronized monetary policy by lowering interest rates and implementing standardized quantitative easing (QE). This coordination helped stabilize global financial markets and provide liquidity, thereby preventing severe recessions. Carstens (2021) argued that policy decisions must be coordinated to effectively manage integrated financial systems and prevent competitive devaluations or adverse cross-border effects.

Strengthening Global Financial Safety Nets

Furthermore, another area for improvement is enhancing Global Financial Safety Nets (GFSNs), which include swap arrangements, foreign currency holdings, and bilateral or multilateral borrowing arrangements involving institutions such as the IMF. Swap lines, which allow central banks to exchange currencies during periods of financial stress, are particularly valuable for addressing global liquidity shortages (Aizenman, 2021). Increased use of GFSNs may help countries cope with capital flight or currency shocks without significantly depleting their foreign reserves. Eichengreen (2011) emphasizes that strengthening the safety net concept is vital for supporting smaller economies that may lack sufficient endogenous resources to withstand financial shocks.

Institutionalizing Regular Dialogue among Central Banks

In order to improve communication on monetary policy, consistent and structured discussions among central banks are necessary. International organizations such as the BIS and the G20 serve as forums where central bank governors can assemble and discuss monetary policy issues. Of these, the BIS, among other roles, promotes cooperation on issues that individual member countries may struggle to address independently, including monetary policy, macroprudential regulation, and financial stability (BIS, 2021). These discussions help prevent conflicting monetary policies that could threaten the stability of international financial markets.

Global Policy Frameworks for Capital Flows

One of the main issues arising from capital flow mobility is the increased financial risk, especially for emerging markets. For this reason, well-defined global policy frameworks for managing capital flows should be established. As highlighted by Ostry et al. (2012), new measures for capital account liberalization require better symmetry in policies for capital inflows and outflows, particularly during episodes of global financial shock. This may include coordinated measures on capital flow management, such as capital controls or macroprudential policies, to mitigate the risk of asset bubbles in foreign capital.

Enhancing Transparency and Data Sharing

Greater importance should be placed on transparency in monetary policy and financial conditions to build international confidence. Central banks should improve the duration, frequency, quality and volume of data sharing and forecasts related to exchange rates, interest rates and macroeconomic policies. Blanchard and Leigh (2013) argue that increasing transparency helps prevent misunderstandings and reduces the risk of policy shocks that could negatively impact global markets. Institutions such as the IMF could play a critical role in disseminating vital economic data to relevant stakeholders.

Aligning Monetary Policy with Global Sustainability Goals

Given the ongoing impact of global climate change on financial systems, cooperation in monetary policy and alignment with global sustainability objectives is essential. The global initiative known as the Network for Greening the Financial System, involving central banks and supervisors, is a testament to international efforts to adapt financial systems in line with the Paris Agreement (NGFS, 2019). Central banks can also collaborate on incorporating climate risks into monetary policy frameworks and promote sustainable financing by advancing hemispheric standards for green finance, as advocated by Carney (2019).

Harmonizing Monetary Policy Communication

In today's integrated economy, decisions made by the monetary authorities of major countries affect other economies. For instance, when the Federal Reserve raises interest rates, this can lead to capital flight and depreciation of currencies in emerging economies. To counter these effects, central banks need to coordinate their messaging by being clear and forward-looking in their communication. Similarly, improved communication and coordination between central banks can help avoid abrupt policy changes that may disrupt the global economy.

Challenges in Global Monetary Coordination

Implementing a common monetary policy is challenging because the economic conditions of countries differ. For instance, while developed economies may begin tightening monetary policy to control rising inflation, developing countries might still need to adopt expansionary policies to stimulate growth (Wren-Lewis, 2012). Additionally, international political relations, particularly between major economic powers such as the United States and China, pose challenges to international monetary cooperation (Obstfeld & Rogoff, 2020).

Future of Monetary Policy Customized Through AI-Powered Real-Time Data Analytics

In the evolving global financial market environment, an approach based solely on historical data and periodic indicators of money supply is gradually becoming inadequate. Another bold concept for shaping future monetary policy involves leveraging real-time data analysis with the help of Artificial Intelligence (AI). This approach would enable central banks to implement a dynamic monetary policy management system, enhancing precision, flexibility, and responsiveness to match real-time economic conditions.

Real-Time Economic Monitoring

Machine learning algorithms can be applied to real-time economic indicators, including: spending, inflation, commodity prices and labor market conditions (Roubini & Mihm, 2020). This would better position central banks to understand the economy's health, enabling them to implement rapid solutions to stabilize volatile markets or control inflation.

Predictive Analytics for Policy Decisions

Through the application of AI in machine learning algorithms, economic shocks may be mitigated by enhancing the predictive capacity of economic models (Nguyen et al., 2019). This shift would allow central banks to anticipate rather than merely respond to events, leading to greater economic stability (Baldwin & Weder di Mauro, 2020).

Localized and Sectoral Adjustments

AI could enable central banks to make sectoral or regional adjustments to monetary policy. For instance, AI could detect specific regions experiencing inflation or deflation and allow for targeted regulation of interest rates or credit supply (Bengio, 2019). This mechanism could help prevent broader disruptions by isolating threats that might otherwise impact the entire economy.

Global Monetary Coordination via AI

AI could improve international cooperation by enabling real-time information exchange between central banks, supporting more synchronized responses to emerging financial shocks (Obstfeld & Rogoff, 2020). This would strengthen mechanisms for coordinated interventions during critical crises, such as COVID-19.

Benefits and Challenges

The introduction of AI in the determination of monetary policy offers benefits related to precision, flexibility, and risk management. However, it also poses challenges such as data privacy, ethical considerations in artificial intelligence, and reliance on technology (Pasquale, 2025). Central banks must address these challenges by developing robust cybersecurity measures, ensuring transparency in the AI models they use, and adhering to ethical standards when making decisions.

Conclusion

Current subjects that will define future monetary policy include the development of Central Bank Digital Currencies (CBDCs), addressing climate change, implementing micro and macroprudential policies for the stability of the financial system, enhancing international cooperation and implementation of AI. The downside risks of inflation are significantly exacerbated by the aforementioned tactical shocks, compelling central banks to create new instruments and frameworks to combat these challenges. As they respond to

these changes, central banks will play a crucial role in maintaining and fostering economic stability in this continually evolving global landscape. Generally, CBDCs necessitate the development of enhanced cybersecurity measures, accessible design, and equitable access for central banks. Additionally, policy coordination at the international level and careful integration of CBDCs into the existing monetary system will be required.

Neutralizing climate change through monetary policy is a pressing challenge for central banking, with various potential approaches. By incorporating climate risks into regular financial stability reviews, reforming asset purchase facilities, implementing differential capital metrics, expanding the remit of central banks, and fostering special cooperation with fiscal authorities, central banks can become key players in addressing climate change. However, all of these strategies must be managed to complement climate initiatives with traditional monetary policy objectives.

Macroprudential policies are essential for regulating financial systems to address systemic risks and ensure financial stability. Measures such as the countercyclical capital buffer (CCB), leverage ratios, loan-to-value and debt-to-income ratios (LTV and DTI), stress testing, and other tools are crucial for managing risks within the sector. Effective interaction between monetary and macroprudential policies is also desirable for achieving an optimal balance between financial and real economic growth.

The application of big data and real-time analytics, aided by modern AI technologies, could significantly transform the future operations of central banks. This shift from reactive to proactive stabilization through AI-driven policies could result in more stable financial systems, improved risk measurement and mitigation, thus embracing stronger cooperation within the International Monetary System (IMS).

Overall, there are shared goals in fostering international monetary policy cooperation as a critical factor in maintaining global stability, managing crises, and addressing climate change and other emerging challenges. Key mechanisms for cooperation include coordinated responses to global shocks, crisis containment support, regular consultation,

and information exchange. These actions should be complemented by aligning communication strategies with global sustainability goals, helping to reduce the likelihood of financial instability worldwide and prioritizing a sustainable future for people and the planet.

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