

# Evaluation of the Coastal Market of Turkmen Port Role in Sustainable Development of Neighboring Areas

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**Abstract**—The growth and prosperity of commercial and business activities in borders and border areas has had a positive and significant effect on the development of the border cities. As the big and small cities located in border areas are the main target of border effect, they are the economical development engines either the centers of cultural, social and political changes. The current study is done with the aim of evaluating the role of Coastal Market of Turkmen Port in sustainable development of the areas around it. This study from the point view of its goal is a practical research type and from the point view of its method is a descriptive scrolling type. The statistical society of the research includes the permanent sellers and exhibitors of the Coastal Market of Turkmen Port and the sample size is calculated using Cochran Formula. The data collecting tool in this study is questionnaire that we used the experts' opinions and Cronbach alpha coefficient ( $\alpha = 0.93$ ) in order to determine its validity and stability respectively that shows the stability of the questionnaire. According to the research findings, this market has a balanced and acceptable performance from the point view of finance, customer and internal process but not a good performance from the point view of growth and learning.

**Keywords**— Coastal Market, sustainable development, Turkmen port, balanced scorecard.

## I. BORDER AREAS AND THE SIGNIFICANCE OF SUSTAINABLE DEVELOPMENT IN THESE AREAS

Development is a social human concept that any expert in terms of his own orientation and center of attention presents a definition for it. Among the definition list of this concept, one special feature is considered by experts that accordingly development is not only the increase in growth during a specified period of time but a change in economical, social and cultural structures in society so that continuity and duration of growth is warranted in it (Gholami, 34:2005). Actually, development is a very complicated process that needs holistic in design and optimization in institutes in line with orientation of the process. Therefore, adopting policies in development process is sensitive since a decision can warrantee the different results in different parts of the society. Accordingly, the sustainable development can take place in

one environment or one country, regarding the Ecological Power, manpower, technological and financial source belong to that environment or country in a deserved way and doing such development will remain sustainable only in the environment mentioned.

Sustainable regional development is based on the combination of developmental up and down development, in which priority is given to the role of local communities and communities using the resources of the region for the use of all people and communities by using resources. The interior of the region moves towards the benefit of all people from the benefits of development. Therefore, in this view, socioeconomic imbalances between the regions are not acceptable (Chandwitt, 119: 2004).

Districts from remote distances were considered as isolated and deprived areas due to potential disabilities. However, despite the fact that cities in these areas are very limited and have a low development, but because of the income derived from trading or storing goods, these cities are important in this regard. In fact, with the passage of time and the progress made in various economic, political, technological and communication fields, new functions for borders have been defined today. In other words, today the role and function of borders are changing over time (Hossein Pour, 89: 2015). What is certain is that the role and function of the borders are not the same in all parts of the world, and given different situations, political, economic, and geographic, and the type of operation of the international borders varies.

In addition to the location problem, the position of time is also important in the type of boundaries functioning. In other words, although historically, the most important function of the separation of the two regions and the political unit and the two groups of people is different from one another, but with the passage of time and advances in various economic, political, technological and communication fields Today, various functions and roles are defined for borders, and on this basis, sometimes as a physical factor, prevent any

communication and flows between the two sides of the border and sometimes become a factor for the economic, social and political interactions of the two sides of the region. How the boundaries function, how they are reflected in the landscape, and how people are located on both sides of the border are more important than the spatial and temporal features of the border (Mahmudi, 55: 1995). In general, the boundaries function can be divided into four groups:

1. The defensive function (includes the concept of natural boundaries and natural features such as mountains, seas, etc. that can have defensive function);
2. Political function (the international political system is composed of a number of subregions in which each of these sub-systems is separated by the boundary lines);
3. Social function (this concept is induced across all political boundaries, since virtually all These boundaries have enclosed areas that are socially integrated with populations And since all of these boundaries want to maintain their social characteristics and characteristics, the borders act as an obstacle to social interaction between neighboring countries);
4. Economic Function (The global economic system is divided into a number of sub-states (countries), and each country has its own specific policy and programs as a separate sub-system. International borders also act as economic obstacles by creating obstacles on the borders and controlling the movement and exchange of goods, as well as receiving tariffs for importing goods and preventing smuggling of goods from the border as economic barriers (Functional, 44: 1396). Therefore, one of the main factors influencing the roles and functions of the borders, the macro policies of the countries and their geopolitical attitudes toward the borders, which can

broadly overcome the implications and developmental effects of border and border situations. With this view, the macro policies of countries and the level and type of neighboring countries' relations together indicate that the border is seen as an element with a trade-related function or an element with a security-defensive function; each of these attitudes can have opposite and different implications (Khani, 78: 2012).

Jones and Wilde (1994), despite the fact that the border regions have been described as marginal and undeveloped, believe that this marginalization may be due to the geographical conditions of the border regions, but also the borderline phenomenon itself Many of the features and capabilities of that area. Therefore, they propose the following principles in order to plan the development of the frontier zones: 1) Understand the complexity, breadth and diversity of variables and their effects on the border; 2) the need to provide conditions and infrastructure for the development of borders; 3) the need for isolation and the expansion of communication with and outside the country; 4) the need for border with the center; 5) The need for special support and support from these areas to exit from restrictions and to achieve development (Andalib, 68: 2000). In the opinion of many regional development experts, the developmental frontier regions experience dual negative effects because, in the first step, in terms of their geographical location in the national regional system, They are usually seen as peripheral areas, and, on the other hand, the negative impact of borders on development is due to the borderline location in which border areas are on the brink of national communication and transportation networks and their infrastructure is usually not developed. (Herzog, 156: 2000).

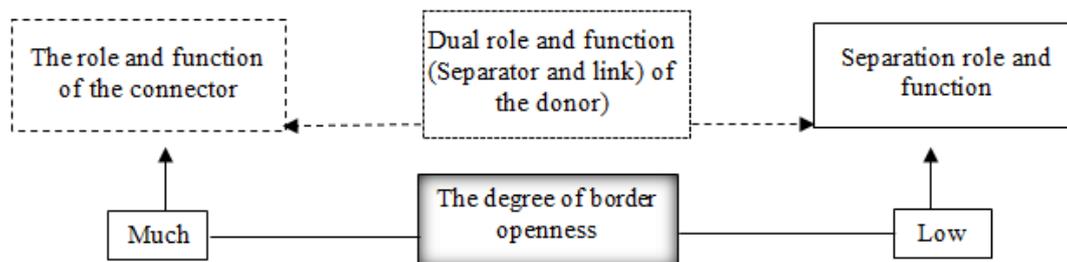


Fig. 1. Role and function of the boundaries based on their openness.

Therefore, in the development of border regions, despite the importance of the functions of the boundaries and attitudes of statesmen to the borders, the lack of border interactions, the border region into an isolated region with features such as economic downturn, housing instability and population, environmental degradation due to unethical exploitation of Creating insecurity in the region, the lack of services and facilities in the field of education, health and treatment, and the low quality of communication infrastructure. As a result, border cities have characteristics such as low population growth rates, lack of job opportunities and severe unemployment and as a result of the emigrant sailed up, Lack of development of facilities and urban services, lack of financial resources, etc. In contrast, with the increase and intensification of border interactions, the border region

becomes the space of communication and economic, social, Political and transportation ties between the two countries, in such circumstances, given that the first effects of the development of such relations and interactions in the cities adjacent to the borders, Border cities will become dynamic and active cities, social well-being of the residents will be promoted, thus providing a suitable environment for the residents of the city (Sa'idi, 50: 2009). Another point is that regional prosperity and sustainable development in the border areas in the economic, social, physical and spatial areas, along with the existence of security, are two main factors of development, because when there is prosperity in a region but there is no security, the results of the boom are subject to a serious threat and, if security is maintained, there is no prosperity and development (Khayrandish 78: 2013). The

border areas of the country have become vacant and the migration of the border to big cities is increasing due to the lack of economic incentives necessary for living in these areas. So that any action in the process of realizing development will directly affect the process of achieving security and vice versa. Thus, regions with high development indicators have higher security coefficients than undeveloped regions (Andalib, 67: 1380). Therefore, the economic development of the border regions and the increase of the prosperity and economic income of the borderlands through healthy economic activities, with the support and investment of governments, have a positive effect on the border security function (Zarghani, 2007: 99).

1.1. Market and its Importance in the Sustainable Development of Border Regions

The market, in the simplest sense, is a place for the exchange of goods and the provision of necessities, but it is in fact a concept that has a special place in the history, social and economic communities of the societies. According to many scholars, one of the factors contributing to the improvement of the quality of urban space is the sense of place, that is, the subjective perception of people from the environment and emotions more or less consciously; Because it places the person in a sense of place in relation to the environment, so that the individual's understanding and sense is linked to the semantic context of the environment. The sense of place enhances the feeling of comfort, security, enjoyment and

emotional perception in the environment, supporting the social and cultural concepts of the community, recalling past experiences, gaining identity, and thus benefiting from the environment, user satisfaction, feeling of belonging to the environment, and the continued presence of the environment. In the definition of the market, it is referred to as the community of sellers and buyers (Server: 49: 2012). Which is indicative of the economic function of the market, so the market is, in essence, with its other functions, an economic phenomenon. Any phenomenon, including economic phenomena, can have an intrusive sphere that addresses the needs of its inhabitants. This sphere of influence is influenced by various factors at different levels and sizes. The frontier economy has consistently had a significant impact on economic activity of countries as one of the important levers in the development of trade relations between neighboring countries in recent years. The development of border exchanges in the form of regulations and legal rules can be a good incentive to increase trade in goods formally to orient trade towards relative advantages, expand all-round cooperation between free zones, develop cross-border border markets, generate profits Commercial, The decline in commodity prices is the convergence between supply and demand and the creation of income, employment, and security for the borderline, including the positive effects of the border economies (tabeei, 67: 2017).

TABLE 1. Background research.

Findings	Researcher	Row
Establishing a market in the Urumia region is a milestone in creating employment, consolidating the borderline population, increasing export of regional products, Increased income and headquarters, and sustainable development and regional cooperation, which is an obvious example of mutual cooperation between Iran and Turkey.	Tabeei (2016)	1
Milk's market for attracting goods and capital, in addition to the regional debate, has a range of national and sometimes transnational impacts. Also, there is a significant and inverse relationship between the level of economic development of the villages and the distance from the market, so that as far as the distances from the market are concerned, the range of market efficiencies is low and as the market approached, the amount of its impact increases.	Mirlatyfi (2016)	2
The impact of the boundary market on the development of the city of Baneh has been greater than that of Piranshahr, which is due to communication access, cultural factors (homogeneous ethnicity), Economic and social infrastructure and development of service activities, especially tourism, and in general, the development of geographic space in the various activities of the city of Baneh.	shamaee (2015)	3
The Mehran market has had many economic benefits for the region and has greatly affected geographic isolation in terms of poverty reduction and job creation and outside the Ilam province, all of which have contributed to the development and security of the region.	Rezaei (2015)	4
Indicators of shelter facilities and the distance from the market to the border have an effective role in locating the borderline markets. This has been effective in boosting the region's turnover and developing the optimal space economy model as well as increasing the security of the border areas.	Sadeghi (2014)	5
The Javanrud border (Sheikh Salih) market has improved on most socio-economic and security variables and is continuously an important phenomenon in the economic movement of the Yenrud border region. In addition, the market has benefited greatly in creating relative prosperity for the region to a high level, and has created a significant positive change in the livelihood economy of the young Man.	Asheri et al. (2012)	6
In the study of the Bouchini border market, the results indicate that the activity and establishment of markets in the region have been able to address many of the welfare variables, such as job creation, occupation of the border residents, increase in income, provision of the needs of the inhabitants of the frontier, nutrition, health, housing and Also, the deployment of the bazaar from the informal economy in these areas has greatly diminished, but failed to reduce the huge number of rural immigrants, especially young people in the city.	Mousavi (2012)	7
The border markets of Asian countries are similar to those of the captive pipeline and can attract financial crises across the border through attracting international funds.	Robert (2012)	8
Border markets increase legal exchanges, expand the monitoring of exchange operations, expand infrastructure, access to foreign capital and business prosperity.	FTCE (2013)	9
Border trade has been effective in increasing the diversity and merchandise of goods, employment creation, in general, in raising the living standards of these three states.	Lee Paup (2004)	10

The creation and expansion of local and regional markets, especially border markets, is a key strategy in helping the

economy of these areas and developing economic cooperation and trade between neighboring countries. In other words, the

establishment of markets, in particular border markets, can provide the basis for a development from the bottom, the horizontal and the internal, since such markets, in addition to the participation of people in development, it keeps the population and prevents their degradation of resources and ultimately leads to sustainable development of the surrounding areas (Rezaei, 92: 2015). In addition, these markets, as a complementary function of agricultural activities, can provide grounds for reducing dependence and over-exploitation of land and natural resources in rural areas, and will lead to an increase in the economic and food security of the peoples of these areas (Tibanya, 201: 2016). Therefore, these markets can serve as centers for moving the border regions to their more serious presence in regional, national and strategic development, and the withdrawal of these areas from economic and geographical isolation, named. Border areas, especially coastal border cities and ports of the country are critical and strategic areas, and the border residents living in these areas play an important role in the development and security of the country, but the main economic and social characteristics of these areas, Potential deficiencies in production, lack of employment, insecurity and low income and lack of access to basic needs. However, despite the fact that the border towns are not affiliated with them, but because of the revenue generated by trading or storing goods, these cities are important in this regard (Mousavi, 96: 2013). Therefore, in the present article, considering the importance of the role of markets in the development of border regions, we examine the role of the Turkmen port market in developing neighborhoods.

### *1.2. Indicators of Sustainable Development in the Border Regions*

Development means a growing economic and social transformation, with the aim of developing a dynamic, targeted and future-oriented development. The bottom line of sustainable development is that economic growth must be accompanied by social justice and environmental protection.

Therefore, the use of criteria and principles that give qualitative characteristics of the policies and programs of a country in various economic, social and environmental spheres and other areas in quantitative terms. Has always been one of the most important issues of interest to many economic and development experts as well as policymakers and planners. Indicators are guides, benchmarks and benchmarks that represent the existence of a phenomenon and are regarded as a sign of status. In the framework of sustainable development, in a general definition of indices, they refer to a group representing the state of the particular state of a group or set.

Indicators are used to simplify, identify, study, and analyze the facts. Indicators are an integral part of the overall assessment of community development towards predetermined goals. In this way, they are tools that provide complex and comprehensive information to the public and decision makers. In other words, indicators indicate where we are, how the movement is moving, and whether movements and

developments are in line with the predicted goals (Saeedi, 48: 2009).

Therefore, evaluating policies using a set of indicators can be a prerequisite for sustainable development. In recent years, frameworks have been developed to select indicators to provide a systematic basis for assessing sustainable development and helping policy makers to avoid tweaking their indicators. The Commission for Sustainable Development (CSD), in the year 1995 (after the formation of the Commission), developed a program to identify and compile the indicators, in collaboration with United Nations agencies, Governmental and non-governmental organizations and other countries in the world, aiming at increasing global use of sustainable development indicators; strengthening, collecting and using data; strengthening data analysis and evaluation methods; Developing a Comprehensive Information Framework and Enhancing Capabilities for Using Traditional Information, Sustainable Development Indicators in four areas: Economic, Social, Environmental and Institutional, and in three groups: Indicators of Proponents, Status Indicators and Reaction Indicators; Set of Indicators Presented. The most important theoretical foundations of regional development, which have been used up so far, it relies on Walter Crystal's central location theories, the theory of the growth of the pepper, the theory of John Friedman's center-region, and the theory of returning concentration. Although these theories did not directly address the issue of border regions, they gave theoretical insights on the regional imbalance phenomenon that affected the theories and theoretical views of the border regions (Hassanpour, 89: 2015). In general, developmental theories can be divided into four main categories according to which factors are more emphasis on:

- 1) Theories that give priority to a cultural factor (Weber, Kent,...);
- 2) Theories that emphasize economic factors (Marx, Hirschman, etc.);
3. Theories that prioritize political factors (radical theories of dependence, frank 4)
- 4) Theories that focus on the isolation and specialization of structuresThe social system focuses (Weber, Durkheim) (sarvar, 65: 2012). According to the presented ideas, emphasis on all aspects of development is needed to level the different regions and measure their development. Because, despite the direct relationship between sustainable security and the sustainable development of each of the indicators and dimensions, it can affect the security or insecurity of the regions (bakhshi Shadmehr, 16, 2016).

### *1.3. Introduction of the Study Area*

The city of Turkmen is located in the northwestern part of Golestan province. The city is bounded to the north by Turkmenistan, from the south to the Kurdish city, from the east to the city of Aghqila and from the west to the Caspian Sea and the Gulf of Gorgan. The area of the city of Turkmen is 295 km<sup>2</sup> and is based on statistics of 71788 people.

The city consists of two parts: Central and Sijwal, and one city of Bandar Turkmen, and four districts and 24 villages. Although the port of Turkmenistan was previously designed on the basis of the railway and commercial port, it is currently

used only for transportation of fuel and crude oil for the power plants of the region, due to the construction of the port of Amirabad on the outskirts of Behshahr province Mazandaran and after water on the water of the Caspian Sea have practically lost their business. However, Bandar-Torkman is considered one of the most important tourist centers in Golestan province due to natural attractions such as the sea, Ashurade Island and Turkmen crafts.

The Turkmen seaport market with about 350 commercial units is located in the western part of Bandar-Torkman, near the city's quays. This place, also known as the Coastal Marketplace of Bandar Turkmen, it is located adjacent to the Gulf Coast and its economic activities have begun since about 1380. Among the goods supplied in this market, a variety of domestic and foreign goods such as textiles, clothing and linen, handicrafts, Decorative items, everyday consumables, recreational equipment, some traditional foods and the like. The most important buyers of this market are local people, travelers and tourists. The point of paying attention to the Turkmen port market is the origin of the goods presented in this market, considering that the Customs of the Turkmen port operates solely in the export of goods (other than specialized goods), also due to the blue limits of the borders This port is with the Turkmenistan and the lack of passenger traffic through this border, There is no import of goods, including bulk or luggage imports from Turkmen port, so the goods

presented in this market are often indigenous and handicrafts. And other commodities, such as domestic and foreign goods, through the internal markets within the country or the Inche Berne land border. It should be noted that this market, despite the fact that the coastal market is called, lacks a government-approved permit for the establishment of a border market and operates under the authority of the municipality.

## II. RESEARCH METHOD

### 2.1 Balanced Scorecard Method

In the current era, the dramatic changes in management knowledge have inevitably existed the evaluation system. Nowadays, each organization needs an assessment of the system in order to be aware of the desirability and quality of its activities, especially in complex and dynamic environments.

On the other hand, the lack of a system of evaluation and control in a system means that there is no connection with the environment inside and outside the context and its consequences are the elimination of functions explained. In fact, a balanced scorecard is a means to show the link between performance measurement systems and goals and strategies, and thus provide the platform for the necessary infrastructure for analysis.

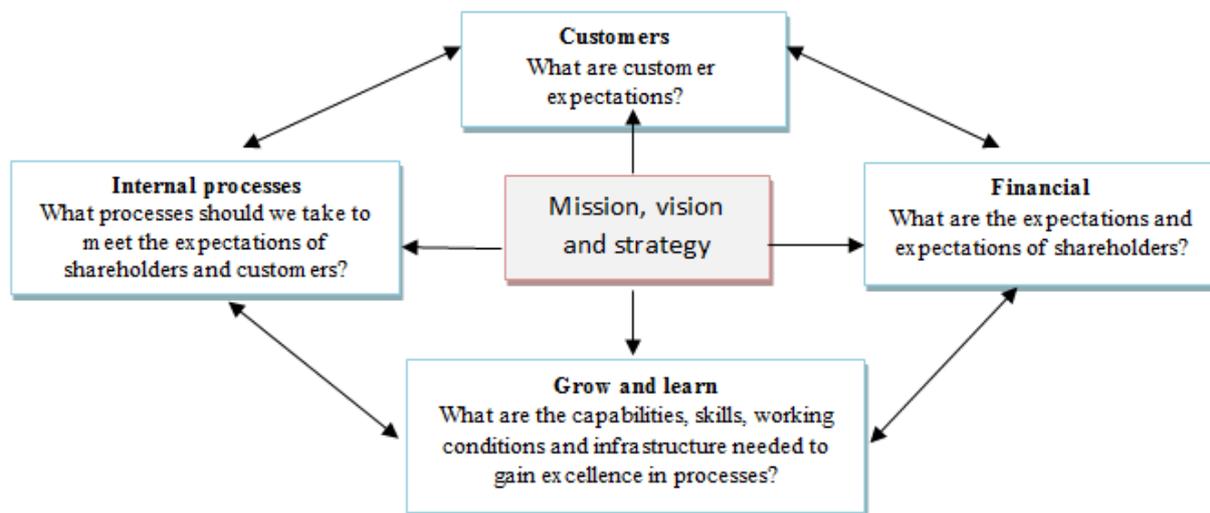


Fig. 2. Balanced scorecard dimensions.

A balanced scorecard can illustrate the organization's vision and mission in the form of a set of causal relationships in four respects. The Balanced Scorecard management system is a combination of performance measurement measures that incorporate past, current, and future performance indicators, and sets non-financial benchmarks alongside financial metrics. Meanwhile, what's happening inside and outside the environment provides a comprehensive insight to managers. The balanced scorecard framework consists of four interdependent components:

1) A strategy map that identifies the strategic goals of the organization, in the form of causal relationships. Therefore, if

these goals are realized, the strategy has been successfully implemented; (2) Performance measures that trace the level of progress toward strategic goals; (3) quantitative targets set for each functional measure; (4) the design (selection) and implementation of strategic initiatives (innovative initiatives) for the organization to function for a quantitative purpose; and finally, Strategic goals are realized. The Balanced Scorecard approach has been used in various municipal associations and municipalities for example, the Seneca City Municipality in South Africa can provide Balanced Scorecards based on the objectives of the local government and for the period from 2013 to 2012 to implement the monitoring of urban activities.

The Yugoslav Municipality of South Africa also offers its Balanced Scorecards on urban transport, infrastructure and core services, economic development, proper governance, public participation and public systems at its global database.

2.2 Research Methodology

The present research is aimed at using a variety of applied research and is a descriptive-survey research method. The statistical population of this study is 220 volunteers and permanent exhibitors of the Turkmen seaport market.

The sample size was determined using Cochran's formula with confidence level of 95%, 140 people, and random sampling method was used and from the distributed questionnaires, 71 questionnaires were returned correctly and completely. The data gathering tool was a questionnaire. The reliability of the questionnaire was confirmed by the professors and experts. The reliability of the questionnaire was

used to determine the reliability of it, using the Cronbach's alpha coefficient and the value of  $\alpha = 93.9$ .

2.3. Research Hypotheses

Hypothesis 1: The market performance of the Turkmen port is financially balanced and acceptable.

Hypothesis 2: Turkmen port market performance is balanced and acceptable from the customer's point of view.

Hypothesis 3: Turkmen port market performance is balanced and acceptable from the perspective of the domestic process.

Hypothesis 4: The market performance of the Turkmen seaport is balanced and acceptable in terms of growth and learning.

Hypothesis 5: The market performance of the Turkmen port is generally balanced and acceptable.

In the next section, the relationship between the questionnaire questions, or the same characteristics, with the hypotheses of the research is shown in table 2.

TABLE 2. Relationship between questionnaire questions and research hypotheses.

Indicators	Items	Dimensions (hypotheses)	Indicators	Items	Dimensions (hypotheses)
Enhance customer satisfaction	C1	Customer	Employment rate	F1	Financial
Improvement of facilities and amenities	C2		Residential Business Sustainability	F2	
Quality of goods and services	C3		Feeling of job security	F3	
Suitable prices	C4		Increased job satisfaction	F4	
Variety of goods and services provided	C5		Increased household income	F5	
Access to goods and services	C6		Household savings status	F6	
Percentage of satisfaction with municipal service performance	C7		Local Native Employment and Employment	F7	
Feel the security of the citizens	C8		Mobility and job diversification	F8	
Convenient facilities for tourists	C9		Balance between supply and demand	F9	
Accommodation spaces and accommodation possibilities	C10		Economic prosperity of the border regions	F10	
Percentage of use of information technology and market research	G1	Grow and learn	Development of urban facilities	P1	Internal process
Cooperating with academic and trade associations	G2		Improve the housing situation of the people	P2	
Percentage of public participation	G3		Balance between supply and demand of goods and services	P3	
Percentage of satisfaction from educational and cultural services	G4		Development of public places	P4	
Developing literacy and higher education among citizens	G5		Having market players from insurance	P5	
Ability to combine natural and cultural attractions	G6		Access to health services	P6	
Culture is about dealing with tourists	G7		Public health and marketable underwear		
Efficient Urban Management	G8		Having customs infrastructure and bilateral border exchanges	P7	
		Effective operational and financial processes	P8		

Source: Research findings

III. TEST THE RESEARCH HYPOTHESES

In the present study, the mean of one dimension (ANOVA) was used to compare the mean of dimensions. To test the

hypotheses, the mean of a society (T test) and binomial test (ratio test) were used. For this purpose, the first to fourth hypotheses of the test (T test) have been used:

$$\begin{cases} H_0: \mu \leq 3 \\ H_1: \mu > 3 \end{cases} \text{ The Turkmen seaport market has a balanced and acceptable function from the perspective.}$$

To test the fifth hypothesis, a binomial test is used. This test is used when we want to examine a specific ratio in society.

$$\begin{cases} H_0: P \leq 0.5 \\ H_1: P > 0.5 \end{cases} \text{ The Turkmen Coastal Marketplace has a balanced and acceptable function}$$

IV. COMPARISON OF MEAN DIMENSIONS

As stated, in this research, ANOVA is used to compare the mean value. Therefore, in order to verify the accuracy or

inaccuracy of the claim of unequal variables in different dimensions of the BSC, the following statistical hypothesis is presented:

$$\begin{cases} H_0: \mu_{Financial} = \mu_{Customer} = \mu_{Internal\ Processes} = \mu_{Learning\ \&\ Growth} \\ H_1: \text{The minimum average of indices is not the same in two perspectives} \end{cases}$$

In the ANOVA test, it is worth considering whether the variance (dispersion) is due to the difference between societies or grouping and how much it is to other factors (error). In this study, the variance of the intergroup is due to the variance of the averages of the four points of the balanced scorecard.

TABLE 3. Statistical data related to the comparison of the mean dimensions.

Sig.	F	Average second power	df	Total second power	
0/000	7/252	2/315	3	6/945	Between Groups
		0/319	139	44/36	Within Groups
			142	51/30	Total

In table 3, F shows the variance ratio between the groups to the variance within the groups. The more this ratio is, the more intergroup variance will be compared to the intra-group variance as a result, the difference between the groups will be greater. Since Sig is less than 5%, so H0 is rejected; in other words, there is a significant difference between the mean dimensions.

TABLE 4. Statistical data for homogeneous subsets.

Subtype at the error level of 0.05		Number	Approach
Group 2	Group 1		
	6/5960	71	Development and learning
7/0807	7/0806	71	Internal process
7/6998		71	Customer
1/3655		71	Financial
0/088	0/408		Sig

In table 4, the indicators were subdivided into homogeneous subgroups. Since the average of two dimensions of growth and learning and internal processes are homogeneous, these two indicators are in the same category. Also, the average of domestic, financial and customer processes are homogeneous and are in the other category. It should be noted that the average of the internal processes' perspective is not significantly different from the average of the other cases and for this reason, they are divided into two categories, but the mean of other dimensions has a significant difference with each other, for example, average visibility and learning with the average financial and customer dimensions are significant. In table 5, the average dimensions are arranged in ascending order, so that the lowest is the perspective of growth and the highest average financial perspective.

According to table 5, with respect to the first hypothesis, given that the lower and upper bound are positive, the mean of the test value is larger, in other words, the assumption H0 is

rejected and the H1 assumption is accepted. Therefore, it can be admitted that the Turkmen seaport market is balanced and acceptable from a financially balanced scorecard. In the case of the second hypothesis, the lower and upper limits are positive and the mean of the test value is larger, the assumption H0 is rejected and the H1 assumption is accepted. Therefore, the Turkmen seaport market is balanced and acceptable from a customer perspective point of view.

TABLE 5. Test results assumptions.

95% confidence level		Standard deviation	Sig	df	t	Approach
Bottom limit	upper line					
0/8113	0/3459	0/5781	0/000	70	5/065	Financial
0/8298	0/4378	0/6346	0/000	70	6/598	Customer
0/5060	0/7403	0/2908	0/010	70	2/741	Internal processes
0/2823	0/1209	0/0654	0/479	70	0/715	Development and learning

In examining the third hypothesis, given the positive upper and lower limits, the mean of the test value is larger, the assumption H0 is rejected and the H1 assumption is accepted. Therefore, it can be said that the Turkmen seaport market in the area of the internal process of balanced scorecard has functioned in a balanced and acceptable manner.

Regarding the fourth hypothesis, given that the lower limit is negative and the upper limit is positive, the mean does not have a significant difference with the test value, in other words, the assumption H0 is accepted and the assumption H1 is rejected. Therefore, it can be said that the Turkmen port market is not suitable for balanced and acceptable performance in the future.

TABLE 6. Statistical results of the fifth hypothesis test.

Sig	Test ratio	Ratio observed	Number	group	
0/001	0/50	0/814	57	Balanced and acceptable	1
		0/186	13	Unbalanced and unacceptable	2
		1/000	70		total

Based on the results in table 6, given that in the fifth hypothesis Sig is less than 5%, H0 is rejected. Therefore, it can be said that the coastal market of Turkmen port is generally balanced and acceptable.

## V. CONCLUSION

In recent years, the border regions and the related economic, social, political and ecological impacts of these regions have been the subject of much interest from researchers and experts. This is a passion for the regions along the convergence frontiers of countries. One of the necessary measures for the dynamics of the economics of the border regions, Border cross-border development has been facilitated in a legal framework that can be a good incentive for increasing official exchanges, boosting relative advantages and expanding cooperation and developing inter-regional markets, stabilizing prices, orienting trade profits, increasing employment and prosperity for the borderline community.

The findings of this research indicate that the Turkmen port market in the sustainable development of the Turkmen port city in the financial sector (Employment rate, job stability, job security, increased job satisfaction, increased household income, household savings, indigenous employment and employment, supply and demand balance, city economic prosperity), customer dimension (variety of goods and services, Quality, improvement of welfare facilities) And then the domestic process (the balance between supply and demand for goods and services, the development of public places, the enjoyment of market players from access to health care services) has been effective and, despite some problems such as the lack of efficient urban management, The lack of suitable facilities for providing tourists with services has been an important step in the sustainable development of the city. In addition, this market has been able to play an important role along with other natural and cultural attractions of Turkmen due to its products and craftsmanship. However, the market did not have a good performance in terms of growth and learning indicators such as the use of information technology and market research, the formation of scientific and trade associations, efficient urban management, and the combination of natural and cultural attractions. Therefore, due to the specific features of the border areas of the port of Turkmen in the absence of direct link between the border residents of this logic with the frontier and the unilateral operation of the customs of the border town (only the export of public goods) Considering the natural and cultural capabilities of this city in attracting domestic and foreign tourists, the following suggestions are proposed for sustainable development of this border town and its integration and combination of its potential in pursuit of sustainable development:

1. Development of small production activities consistent with the human and geographical characteristics of the region;
2. Improvement of urban facilities and facilities;
3. Improving the quality of the communication and physical status of the market;
4. Construction and improvement of the status of residences and other amenities for tourists;
5. Allocate credits to equip and strengthen the market;

6. Development of cooperation with scientific and trade associations and associations to apply the knowledge and experiences of researchers and experts;
7. Efficient implementation of urban management and attraction.

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