

Investigation of Impression Management Tactics Exhibited by Powerful Businesswomen in Turkey by Content Analysis ¹

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Abstract

In this study, it is aimed to evaluate the post sent by businesswomen who are managers in different sectors by using social media in terms of impression management. In accordance with the study aim, the official Twitter accounts of 50 businesswomen in the list of the most powerful 50 businesswomen of business life in 2020 prepared by Fortune Magazine including the dates of March 11, 2020-January 28, 2021 through the content analysis method. In the study, it was presented the date the businesswomen joined Twitter application, the number of their followers and the accounts they follow, and their number of posts. The posts sent by the businesswomen were grouped according to contents, and the groups were designated according to impression management tactics. The posts in the accounts were interpreted in terms of aggressive and defensive impression management tactics, and it was found in the study that the businesswomen have generally been using the impression management tactics of Self-promotion (SP), Ingratiation (IN), and Exemplification (EX) among the aggressive and defensive impression management tactics. It can be said that the studies in this scope have importance in terms of increasing and supporting the participation of women to business world by presenting the influence of women in business world. Besides, because of that the Covid-19 period is a period during which the institutions face crisis economically, analyzing the attitude of businesswomen at this point has importance also in terms of management.

Keywords: *Impression Management, Impression Management Tactics, Businesswoman, Covid-19, Twitter*

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Türkiye'de Güçlü İş Kadınlarının Sergilediği İzlenim Yönetimi Taktiklerinin İçerik Analizi ile İncelenmesi

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Öz

Bu çalışmada, farklı sektörlerde yönetici olan iş kadınlarının sosyal medyayı kullanarak yapmış oldukları paylaşımların, izlenim yönetimi açısından değerlendirilmesi amaçlanmaktadır. Çalışmanın amacı doğrultusunda Fortune Türkiye'nin hazırladığı iş dünyasının en güçlü 50 iş kadını 2020 sıralamasındaki 50 işkadınının resmi Twitter hesapları 11 Mart 2020-28 Ocak 2021 tarihlerini kapsayacak biçimde içerik analizi yöntemiyle incelenmiştir. Çalışmada iş kadınlarının Twitter uygulamasına katıldıkları tarih, takipçi ve takip ettikleri hesap sayıları ile ileti sayıları ortaya konulmuştur. İş kadınlarının yapmış oldukları paylaşımlar içeriklerine göre gruplandırılmış ve gruplar izlenim yönetimi taktiklerine göre atanmıştır. Hesaplarda yapılan paylaşımlar saldırgan ve savunmacı izlenim yönetimi taktikleri açısından yorumlanmış olup çalışmada iş kadınlarının genel olarak saldırgan izlenim yönetimi taktiklerinden niteliklerini tanıtmaya (NT), kendini sevdirmeye (KS) ve örnek davranışlarda bulunmaya (ÖDB) izlenim yönetimi taktiklerini kullandıkları görülmüştür. Kadınların iş dünyasındaki etkisinin gösterilerek, kadınların iş dünyasına katılımlarının artırılması ve desteklenmesi açısından bu kapsamdaki çalışmaların önem arz ettiği söylenebilir. Ayrıca Covid-19 döneminin ekonomik açıdan kurumların kriz yaşadığı bir dönem olması dolayısıyla iş kadınlarının tavrının da bu noktada incelenmesi yönetim açısından da önem arz etmektedir.

Anahtar Kelimeler: İzlenim Yönetimi, İzlenim Yönetimi Taktikleri, İş Kadını, Covid-19, Twitter

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Introduction

Impression management which has been risen to prominence in recent years has importance in terms of both making image by individuals they intended and obtaining reputation by the organizations they intended. When the impression management tactics are used properly and effectively, it makes positive contributions to the individuals and the organizations. It is seen that Twitter which is one of the social networks in which interactive communication is experienced in the most effective way, comes into prominence in understanding impression management tactics. For understanding the impression management better, Bolino, Long, and Turnley (2016, p. 379) have specified several research questions about impression management (What is impression management? What are impression management tactics? Are some people better in impression management tactics than others? Is gender important in understanding impression management? What are the intercultural implications of impression management? How is impression management measured? etc.) This study also has importance for seeking an answer to the question of “Is gender important in understanding impression management?” which is among these research questions.

The fact that there is an increase in the number of businesswomen in many sectors recently indicates the importance and power of women leaders in business world. For this reason, it is thought that analyzing the impression management tactics is important in understanding both individual and organizational success of powerful women managers in significant positions. In this context, in the study, the posts sent by the most powerful 50 businesswomen listed by *Fortune Turkey Magazine* through Twitter will be evaluated in terms of impression management tactics. In the study, it is included the impression management and the impression management tactics, general information about the Twitter accounts of the most powerful 50 businesswomen, and the evaluations about which impression management tactics these businesswomen have been applying. As a consequence, it was offered suggestions about the subject.

Women are considered in the disadvantaged group in working life because of their gender. Changing roles today also affect the position of women in working life. Today, women are more involved in working life and are getting stronger. Successful women, who are in a leading position to take an example here, will be a guide for them (Gül, Yalçınoğlu & Atlı, 2014, p. 170). In this context, it has been concluded that the impression management tactics applied by successful female managers who have overcome the glass ceiling syndrome are successful. It is also seen that successful women share the points they care about in their lives on social media. The impression management tactics applied by successful female managers are seen as a key that leads them to success in line with their career goals. In this context, it is considered to be a guide for women in working life to learn impression management tactics that will help them achieve their career goals and to overcome the glass ceiling syndrome.

Conceptual Framework

Concept of Impression Management

Recognition of the concept of impression management defined for the first time by sociologist Goffman (1959) as a theory is based on the work titled “The Presentation of Self in Everyday Life (Goffman, 1959, p. 120). The beginning of employing the concept of impression management which is expressed as the behaviors displayed by the individual for the purpose of influencing the impressions about oneself (Bozeman & Kacmar, 1997, p. 9) in organizational-level studies has occurred in 1980s. The first exemplary study of impression management in organizational manner is the book of Giacalone ve Rosenfeld titled “IM in the Organization”. While this concept was considered as a multi-dimensional structure both in individual and organizational levels in 1990s,

it has come into prominence more distinctively along with the factors such as social media in 2000s (Şimşek Evren & Akoğlan Kozak, 2017, p. 444).

While Goffman (1959) describes impression management as a performance occurred in the pre-stage (Dunne, Brennan & Kirwan, 2020, p. 3), Schnieder (1981) considers the impression management as a concept appeared in all aspects of life, and expresses that it takes shape in line with the cultures, beliefs and attitudes of the individuals (Bozkurt Yıldırım & Ergun Özler, 2020, p. 64). Impression management is defined as a process towards which the individual influences the image in the eyes of the target (Provis, 2010, p. 200), and emerges with social interaction (Çetin & Basım, 2010, p. 256). Impression management which is defined as the efforts of an actor to make, maintain, protect or change an image found approval by the target audience (Lee, Cho, Arthurs & Lee 2020, p. 71), is expressed as a process in which the individuals manage the impressions of the others (Wang, Li, Sun, Zhang & Cheng., 2016, p. 3). Impression management is a tactic of influence (Provis, 2010, p. 199) and it can occasionally be interpreted as manipulative or illusory (Bolino, Long & Turnley 2016, p. 380).

Impression Management Tactics

Impression management is a process in which the individuals play various roles in the name of being approved by the other party. Individuals try to please the audience for the purpose of receiving support morally, socially and financially. Because of this, the importance attached to appearance gradually increases, and individuals, namely the social actors present many impression management tactics for avoiding to be seen as bad (Giacalone & Rosenfeld, 1989, p. 2). Although most impression management research focuses on the behaviors of employees in an individual manner, it is seen that institutional managers also make and active participation in impression management (Collewaert, Vanacker, Anseel & Bourgois, 2021, p. 3; Lee, Cho, Arthurs & Lee, 2020, p. 71).

There are many impression management tactics in the literature. However, it was seen that some of these tactics were disappeared and some of them were further come into prominence in (Collewaert et al. 2021, p. 3; Yemenici & Bozkurt, 2020, p. 82; Bolino, Kacmar, Turnley & Gilstrap 2008, p. 1082; Schütz, 1998, p. 611; Bozeman & Kacmar, 1997, p. 17). The commonly used impression management tactics today are subsumed under the titles of aggressive and defensive impression management tactics (Seyedoshohadaei & Hejrat, 2018; Gwal, 2015; Bolino et al. 2008; Zivnuska, Kacmar, Witt, Carlson & Bratton, 2004; Rosenfeld, Giacalone & Riordan, 2002; Crane & Crane, 2002; Mohamed, Gardnern & Paolillo, 1999).

While aggressive tactics which is first of the aggressive and defensive impression management tactics are the tactics which are applied proactively and aims to improve the image of the organization, the defensive tactics are reactive, and are rather used for rectifying a negative image (Şimşek Evren & Akoğlan Kozak, 2017, p. 447; Bolino et al. 2008, p. 1095). The information about aggressive and defensive impression management tactics are given in Table 1.

Table 1
Aggressive and Defensive Impression Management Tactics

Aggressive Impression Management Tactic
Self-promotion: Individual emphasizes that she/he is talented and successful, and highlights her/his competent aspects.
Ingratiation: Individual does favors and approaches gently to the target for the purpose of ingratiating her/himself with the other party.
Exemplification: Individual depicts her/himself to the target as devoted to work and tries to be perceived as such.
Intimidation: Individual wants to be perceived as dangerous by the other side. For this reason, she/he uses the methods of threatening and intimidation.
Supplication: Individual tries to display her/his weak sides for receiving help from the other party.
Defensive Impression Management Tactic
Innocence: The impression which is tried by the individual to make is such as to protect or restore the image, and the unintended impression is to be seen as a cheater.
Pleading: Individual admits her/his interest towards the events. However, this occurs in a way by which the individual tries to abdicate responsibility.
Self-justification: Individual accepts responsibility. However, she/he still tries to justify her/himself and does not want to be seen as incompetent.
Apologizing: Individual takes responsibility and accepts the punishment. It is intended to make an impression of protecting one's own image and covering the mistake, and it is remarked a weak impression.
Source: Seyedoshohadaei, S. A. and Hejrat, S. (2018). "Relationship of Personality Characteristics with Impression Management Components in Employees of Iranian Governmental Organizations." <i>International Journal of Ayurvedic Medicine</i> , 9(3), 172; Demiral, Ö. (2013). "İzlenim Yönetimi Taktiklerinin Örgütsel Sonuçlara Etkisi Üzerine Bir Araştırma." Çukurova University Social Sciences Institute, PhD Thesis, Adana, 29; Doğan, S. and Kılıç, S. (2009). "Örgütlerde İzlenim Yönetimi Davranışı Üzerine Kavramsal Bir İnceleme." <i>Atatürk University Üniversitesi Journal of Economics and Administrative Sciences</i> , 23(3), 76; Bolino, M. C., Kacmar, K. M., Turnley, W. H. and Gilstrap, J. B. (2008). "A Multi-Level Review of Impression Management Motives and Behaviors." <i>Journal of Management</i> , 34(6), 1082.

Research Methodology

Research Aim and Sample

Aim of this research is to analyze the Twitter accounts used by the people who were selected as the most powerful businesswomen in *Fortune 500 Turkey* list in terms of impression management tactics. *Fortune Magazine* which has been publishing since the year of 1930 has started to publish in the year of 2007 in Turkey as *Fortuneturkey.com*. *Fortune* which has a reader audience over 5 million in 120 countries worldwide is most consulted, most quoted and most rewarded business world magazine, and it is considered as a reference all over the world for the business, finance and technology world along with being prominent the accuracy, profundity and analytical sides of its news ("Fortune Turkey", 2021). *Fortune Turkey Magazine* specifies the most powerful businesswomen in Turkey for the last 10 years by making evaluations according to various criteria. The list of Most Powerful 50 Businesswomen of 2020 prepared by *Fortune Turkey* includes mostly the technology, informatics and finance sectors. The fact that Fortune 500 list has involved over 120 women managers up to today indicates the importance of woman leaders ("KEV", 2021). Due to the nature of the study, informed consent or ethics committee approval was not required.

In this study, the research sample consisted of the official Twitter accounts of 50 businesswomen among the most powerful 50 businesswomen in Fortune Turkey 2020 list (Dorman, 2021). It was identified that 24 of 50 businesswomen has an account in their own name. 2 of these accounts are closed accounts and 1 of these accounts has no tweet posts, and it was conducted content analysis of 21 Twitter accounts in total. It could not

be reached the Twitter accounts of other 26 businesswomen. In the scope of the research, it was examined the post sent by the businesswomen from their accounts between the dates of March 11, 2020 and January 28, 2021, especially during the period in which Covid-19 pandemics has peaked. It was tried to understand what kind of impression managements tactics displayed by the managers who were selected as the most powerful businesswomen in this period. Besides, examining also the attitudes of businesswomen has importance in terms of management because of that the relevant period is a period during which the institutions face a crisis economically.

Analysis Method of Research

In the study, it was conducted content analysis which is a qualitative method. The data were tabulated and interpreted using the Microsoft Excel program. The posts sent by the Twitter accounts of the businesswomen were interpreted with the help of content analysis. Content analysis is to make interpretations and explications rather than giving definite answers about the subject (Çelik & Ekşi, 2008, p. 109). In content analysis, all kinds of recorded material which formalistically put in writing or texts can be a research subject. These materials can be listed as news feeds, speeches and communiques of institutions such as firms, political parties, organizations etc., academic papers, and all kinds of documents which have a characteristics of social interaction; for example, chats, focus group discussions, individual interviews or media, television programs, advertisements, magazines, novels, stories etc. (Elliot, 1996, p. 65). Accordingly, the posts in the accounts were explicated by interpreting within the frame of impression management tactics.

The following sequence was followed in the analysis method of the research: Columns are opened in excel for each account. Each column represented a business woman. The tweets within the specified date range are entered in each column one by one. Content grouping was made by taking into account the main titles of the tweets that were posted. Content grouping numbers also formed the findings of the research.

Findings

As part of the story, it was examined the information about Twitter accounts owned by the most powerful businesswomen. In the study, the account owners were encoded by using roman numerals without any order. The findings of number of followers, date of opening of account, and number of tweets obtained from the reached Twitter accounts of 24 businesswomen can be seen in Table 2.

Table 2

General Information about Twitter Accounts of the Most Powerful Businesswomen

Businesswoman Code	Number of Followers	Number of Followed	Date of Opening of Account	Number of Tweets
I	4581	854	2011	139
II	13,9 B	1044	2010	4695
III	407,3 B	567	2010	3643
IV	5965	295	2008	395
V	7135	390	2010	1267
VI	653	146	2013	350
VII	2375	863	2009	657
VIII	1945	500	2011	810
IX	758	629	2014	971
X	547	247	2009	743
XI	54,4B	1469	2011	22,6B
XII	55	1	2020	19
XIII	827	302	2016	33
XIV	12,9B	132	2010	876
XV	7981	821	2011	2662
XVI	56	204	2009	56
XVII	540	398	2010	647
XVIII	5	32	2013	0
XIX	2	124	2016	29
XX	108	429	2013	102
XXI	12	185	2016	10
XXII	98,4B	617	2011	5230
XXIII	25,6B	312	2017	937
XXIV	311	153	2015	552

As mentioned in Table 2, only 24 of 50 women has her own Twitter account. According to the table, although the oldest account belongs to IV-numbered businesswomen, it can be said that her numbers of followers and tweets are less active than the other accounts. It is seen that the newest account was opened in 2020. It is also seen that the businesswoman with the highest number of followers is III-numbered businesswoman with 407.3B followers. It is seen that the businesswoman who uses Twitter the most active is XI-numbered businesswoman with 22.6B tweets. It was identified that the businesswomen who are among the most powerful 50 businesswomen own the titles of founder, CEO, board member, board chairwoman, and scientist. When the number of posted tweets are compared, it is seen that XI-numbered businesswoman is the one who posts the maximum number of tweets. However, it is also seen that III-numbered businesswoman who has posted less tweets than XI-numbered businesswoman, has the highest number of followers. In this sense, when the number of followers is considered in terms of impression management, it can be said that III-numbered businesswoman displays “a more influential image”. During examining the message contents of the most powerful 50 businesswomen, it was conducted a general title grouping, and the message contents and impression management tactics specified towards these groups can be seen in Table 3.

Table 3

Matching Table on Message Contents and Impression Management Tactics

Message Contents	Impression Management Tactics	Code
Commemoration, greeting, celebration	ingratiation	ING
Interviews	self-promotion	SP
Woman-themed messages	exemplification	EX
Environment and sustainability issues	exemplification	EX
Social responsibility projects	exemplification	EX
Newspaper news on institution and herself	self-promotion	SP
Comment on actual news	self-promotion	SP
Institutional advertisement and videos	self-promotion	SP
Success, Inspiring messages	ingratiation	ING
Thanking-content messages	ingratiation	ING
Suggestion-content messages	exemplification	EX
Covid-19-content messages	exemplification	EX
Business field-content messages	exemplification	EX

Impression management tactics consist of two main titles of aggressive and defensive. Among impression management tactics, the aggressive tactics were coded as self-promotion “SP”, ingratiation “ING”, exemplification “EX”, intimidation “INT”, supplication “SU”. And the defensive tactics were coded as innocence “I”, pleading “PL”, self-justification “SJ” ve apologizing “AP”. While the messages which were examined one by one on the reached 21 open accounts were grouped as in Table 3, it was seen that all messages are aggressive/interventional messages. In message contents, it was seen that it has generally been used the aggressive impression tactic. At the same time, it was identified that it has not benefited from the “intimidation” and “supplication” tactics among the aggressive impression management tactics. It was seen that the generally used impression management tactics were self-promotion, ingratiation, and exemplification. Besides, it was not specified any defensive impression management tactics as a result of content analysis. In the study, it was included the impression management tactics of the most powerful businesswomen about content analyses on individual basis.

Table 4

Impression Management Tactics of the Most Powerful Businesswomen about Content Analyses on Individual Basis

	Commemoration, greeting, celebration	Interviews	Woman-themed messages	Environment and sustainability	Social responsibility projects	Newspaper news on institution and herself	Comment on actual news	Institutional advertisement	Success, Inspiring messages	Thanking-content messages	Suggestion-content messages (Self-	Covid-19-content messages	Business field-content messages
	ING	SP	EX	EX	EX	SP	SP	SP	ING	ING	EX	EX	EX
I													
II													
III													
IV													
V													
VI													
VII													
VIII													
IX													
X													
XI													
XII													
XIII													
XIV													
XV													
XVI													
XVII													
XVII I													
XIX													
XX													
XXI													
XXII													
XXII I													
XXI V													

It was seen in the content analysis in Table 4 that while I-numbered businesswoman gives place to interview news, the most prominent tweets of II-numbered businesswoman focus on the issue of environment and sustainability. It was seen that III-numbered businesswoman comments on actual news, and posts tweets emphasized the issue of environment and woman more than others. It was found that IV-numbered businesswoman has the main content subject at most as interviews and attended events as well as commemoration and greeting messages. It was seen in V-numbered businesswoman that commemoration and greeting messages become prominent. In VI-numbered businesswoman, the messages on institutional

advertisement and environment and sustainability become prominent. In the most frequently posted messages of VII-numbered businesswoman, it was seen that the focal point is the messages on woman and woman problems. While VIII-numbered businesswoman has messages in various topics it was seen that she centers upon her own interview news, greeting messages and institutional advertisement messages at most. It was seen that IX-numbered businesswoman mostly posts celebration and greeting messages as well as the messages on information of her own interviews. It was seen that X-numbered businesswomen intensely makes book recommendations, and posts messages frequently involving thanking to her work team. XI-numbered businesswoman posts tweets in different areas, while it was seen that her focal point is the posts about woman and pandemic process. It was seen that XII-numbered businesswoman intensely posts informing messages about her interviews and the seminars she attended. It was seen that XIII-numbered businesswoman frequently concentrates on her own working field and the news of her interviews. It was seen that XIV-numbered businesswoman mostly posts greeting and condolence messages. The posts of XV-numbered businesswoman has a content in which she posts news about her institution. XVI-numbered businesswoman posted only two tweets during the relevant period, and these tweets have a content of interviews. XVII- and XVIII-numbered businesswoman has accounts but they could not be analyzed because of that they are secured accounts. XVIII-numbered businesswoman has an account but it could not be analyzed because she did not post any tweet. In the account of XX-numbered businesswoman, greeting content messages becomes prominent. In the account of XXI-numbered businesswoman, inspiring phrases and news posts become prominent. XXII-numbered businesswoman intensely posts the news about her business field and the news about her own interviews. It was seen that XXIII-numbered businesswoman mostly posts messages including the news about her business field and personal views. It was seen that XXIV-numbered businesswoman posts about her working field as well as the woman issue and inspiring phrases.

As seen in Table 4, the most frequently posted contents consist of, respectively, greeting-news about her institution and herself-Covid-19 content messages-woman-themed message contents-institution advertising contents-thanking messages-success and inspiration themed contents-environment and sustainability issues-suggestion content messages-news contents on business field-social responsibility projects-contents which reflect personal views on actual news and topics. It was seen that the message contents of III-numbered businesswoman who has the highest number of followers mostly expresses opinions on actual news, and posts tweets emphasized environment and woman issues. However, when the general table is considered, it is seen that the intensity of personal view contented messages is placed at the bottom line. In this respect, it is considered that the approach of III-numbered businesswoman to enunciate her personal views in her impression management is the least used but the most influential method in terms of impression management. When looked at the marked areas in the general table and the sum of impression management tactics, it is seen that the most frequently used impression management tactics are, respectively *Exemplification (EX)*, *Ingratiation (ING)* and *Self-promotion (SP)*.

The most shared, respectively, in the commemoration and congratulation group, April 23 National Sovereignty and Children's Day, 30th of August Victory Day, October 29 Republic Day, 19 May Commemoration of Atatürk, Youth and Sports Day, 10 November Atatürk Commemoration Day, It is seen that there are shares in the form of videos and discourses about mother's day and father's day. Shares about the brands they represent, Covid-19 data, the effects of Covid-19 on employees, and Covid-19 vaccine news have been shared extensively. In addition, it is seen that messages containing events that are on the agenda in the form of #stayathome, #istanbulcontract, #childabusecannotbeforgiven, #kazmountains, messages of support to health workers, messages of savings are shared.

Conclusion

Impression management is a concept we face in all aspects of life. It is a possibility to encounter individuals who display impression management tactics both in daily life and the business life. When the impression management tactics are used properly and effectively, they make positive contributions both to the image of the individual and the reputation of her/his organization. In this respect, it has a great importance for the businesswomen who have a powerful woman image in the business world to establish communication through their social media accounts. Establishment of an interactive communication with the outer world is important with regard to be able to share information accurately and rapidly. Twitter is considered as a social network in which interactive communication is experienced most influential.

In the study, when the Twitter accounts of the most powerful businesswomen are examined, it is seen that not all of them have accounts, and those who have accounts do not use their accounts actively. If these persons who were selected as the most powerful businesswomen use their accounts actively, this can provide them to become more accessible. In doing so, they can display the impression management tactic of exemplification.

In this study in which it was analyzed Twitter accounts of the most powerful 50 businesswomen selected by *Fortune Turkey Magazine*, 24 businesswomen have a Twitter account. It was accessed 21 accounts of businesswomen among 24. In the study, it was seen that it has been generally using impression management tactics such as self-promotion (SP), ingratiation (ING) and exemplification (EX) among the aggressive/interventionist impression management tactics, and it was concluded that the tactics of intimidation (INT) and supplication (SU) and the defensive tactics have not been using. For this reason, it can be said that the businesswomen generally prefer posts towards leaving a good impression and image making.

When the literature is examined, it was seen that it was conducted studies about impression management on individual and organizational levels in recent years (Wilhelmy, Roulin & Wingate 2020; Rigotti, Korek & Otto, 2020; Wang, Li, Sun, Zhang & Cheng, 2016; Harris, Gallagher & Rossi, 2013), that many studies were conducted through methods such as theory, observation and survey (Leary & Allen, 2011; Bolino & Turnley, 1999; Gardner & Martinko, 1988), and that it was also given place to the studies with laboratory experiments (Wang & Hall, 2020) for understanding the impression management recently. Along with the increased interest towards digitalization and social media after 2000s, it was begun to conduct studies through social networks owned by managers, political leaders, local administrators and institutions for the purpose of understanding individual and institutional impression management tactics (Bilgiç & Akyüz 2020; Göçoğlu, 2020; Usta Kara, 2019; Gürbüz, 2018; Keskin & Sönmez, 2015; Terrel & Kwork, 2011). It was seen that there are studies which analyze impression management tactics of the managers through researches, and this study is compatible with these researches, but it was not found any studies which analyze the powerful businesswomen within the context of gender. As said by Mustafa Kemal Atatürk (1925): “*A social community, a nation consists of two types of human called man and woman. Is it possible for the other part to rise to the sky when the half of that community remains chained to the ground?*” (Erdem, 2015, p. 1272) Examining the impression management tactics which lie behind the success achieved by the powerful businesswomen in their fields has seen as important within this scope. It can be said that the studies in this scope have importance in terms of increasing and supporting the participation of women to the business world by indicating the influence of women in the business world.

Social media is a fast and easy means for accessing people. It would be in favor of individuals for their own images and of institutions for their own reputation to display accurate impression management tactics. It is a stubborn fact that women also have an important share in the business world especially in recent years.

Accordingly, it is thought that this study will make an important contribution to the body of literature for both presenting the successes of women and understanding the positive influence which can be created by a good impression management. In future, in the relevant studies about this topic, the impression management tactics can be specified especially by emphasizing the woman power through analyzing the contents posted through social media by institutions, institution managers, local governors, and political leaders.

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Genişletilmiş Özet

Amaç

Bu çalışmada, farklı sektörlerde yönetici olan iş kadınlarının sosyal medyayı kullanarak yapmış oldukları paylaşımların, izlenim yönetimi açısından değerlendirilmesi amaçlanmaktadır. Son yıllarda ön plana çıkan konulardan biri olan izlenim yönetimi, hem bireylerin istedikleri imajı yaratmaları hem de örgütlerin istedikleri itibarı elde edebilmeleri açısından önem arz etmektedir. İzlenim yönetimi taktikleri doğru ve etkin bir şekilde kullanıldıkları zaman bireylere ve örgütlere olumlu katkılar sağlamaktadır. İzlenim yönetimi taktiklerinin anlaşılmasında interaktif iletişimin en etkili şekilde yaşandığı sosyal ağlardan biri olan Twitter'ın ön plana çıktığı görülmektedir. Son dönemlerde birçok sektörde iş kadınlarının sayısında artış olması iş dünyasında kadın liderlerin önemini ve gücünü göstermektedir. Bu nedenle önemli pozisyonlardaki güçlü kadın yöneticilerin hem bireysel hem de örgütsel başarılarının anlaşılmasında izlenim yönetimi taktiklerinin incelenmesinin önemli olduğu düşünülmektedir. Bu bağlamda çalışmada Fortune Türkiye dergisinde yer alan en güçlü ilk 50 iş kadınının Twitter aracılığı ile yapmış oldukları paylaşımlar izlenim yönetimi taktikleri açısından değerlendirilmiştir.

Tasarım / Metodoloji/ Yaklaşım

Çalışmanın amacı doğrultusunda Fortune Türkiye'nin hazırladığı iş dünyasının en güçlü 50 iş kadını 2020 sıralamasındaki 50 işkadınının resmi Twitter hesapları 11 Mart 2020-28 Ocak 2021 tarihlerini kapsayacak biçimde içerik analizi yöntemiyle incelenmiştir. Analizde verilerin ayrıştırılması ve kodlanmasında MS Office Excel programı kullanılmıştır. Çalışmada iş kadınlarının Twitter uygulamasına katıldıkları tarih, takipçi ve takip ettikleri hesap sayıları ile ileti sayıları ortaya konulmuştur. İş kadınlarının yapmış oldukları paylaşımlar içeriklerine göre gruplandırılmış ve gruplar izlenim yönetimi taktiklerine göre atanmıştır. Çalışmada nitel bir yöntem olan içerik analizi yapılmıştır. İş kadınlarının Twitter hesaplarından yapmış oldukları paylaşımlar söylem analizi yardımıyla anlamlandırılmıştır. Listede yer alan iş kadınlarının göndermiş oldukları iletilere ilişkin, her türlü haber, firma reklamı ve bilgilendirici paylaşımları, vermiş oldukları demeçler, paylaşımları oldukları haber ve makaleler, sosyal etkileşim niteliği taşıyan tüm iletiler analize dahil edilmiştir. Fortune 500 Türkiye'de en güçlü iş kadını seçilen kişilerin kullandıkları Twitter hesaplarını izlenim yönetimi taktikleri açısından incelemektir. 1930 yılından bu yana hayatını sürdüren Fortune dergisi, Türkiye'de Fortuneturkey.com olarak 2007 yılında yayınlanmaya başlamıştır. Dünya çapında 120 ülkede 5 milyonun üzerinde okur kitlesine sahip olan Fortune, dünyanın en çok danışılan, en çok alıntı yapılan ve en çok ödül alan iş dünyası dergisi olup yayınladığı haberlerin doğruluğu, derinliği, analitik yönlerinin öne çıkışıyla tüm dünyada iş, finans ve teknoloji dünyası için bir referans olarak kabul edilmektedir (<https://www.fortuneturkey.com/hakkimizda>, Erişim Tarihi: 25.01.2021). Fortune Türkiye dergisi son 10 yıldır Türkiye'deki en güçlü iş kadınlarını çeşitli kriterlere göre değerlendirmeler yaparak belirlemektedir. Fortune Türkiye'nin hazırladığı İş Dünyasının En Güçlü 50 İş Kadını 2020 sıralamasında özellikle teknoloji, bilişim ve finans sektörleri ağırlıktadır. Bugüne kadar Fortune 500 listesinde 120'nin üzerinde kadın yöneticinin bulunmasını, kadın liderlerin önemini göstermektedir.

Bulgular

Fortune Türkiye dergisinde yer alan en güçlü 50 iş kadınının Twitter hesaplarının incelendiği bu çalışmada 24 iş kadınının Twitter hesabı bulunmaktadır. Bu hesaplardan da 21 iş kadının hesabına ulaşılmıştır. Çalışmada genel olarak saldırgan /girişimci izlenim yönetimi stratejisinden niteliklerini tanıtmaya (NT), kendini sevdirmeye (KS) ve örnek davranışlarda bulunma (ÖDB) gibi izlenim yönetimi taktikleri kullanıldığı görülmüş, gözdağı verme (GV) ve kendini acındırma (KA) taktikleri ile savunmacı taktiklerin ise kullanılmadığı sonucuna ulaşılmıştır. Bu nedenle iş kadınlarının genel olarak iyi bir izlenim yaratma ve imaj oluşturmaya yönelik paylaşımları tercih ettikleri söylenebilir. Çalışmada en güçlü iş kadınlarının Twitter hesapları araştırıldığında hepsinin hesabı olmadığı, hesabı olan kişilerin bir kısmının da hesaplarını aktif bir şekilde kullanmadığı görülmektedir. En güçlü iş kadını olarak seçilen bu kişilerin hesaplarını aktif olarak kullanmaları kendilerinin

daha ulaşılabilir olmasını sağlayabilir. Bu şekilde örnek olma izlenim yönetimi taktiği sergileyebileceklerdir. en fazla paylaşılan konu içerikleri sırasıyla anma, tebrik-kurum ve kendisi hakkında çıkan gazete haberleri-röportajlar-Covid-19 içerikli mesajlar-kadın konulu mesaj içerikleri-kurumu tanıtıcı içerikler-teşekkür mesajları-başarı ve ilham nitelikli içerikler-çevre ve sürdürülebilirlik konuları-öneri içerikli mesajlar-çalışılan alanda çıkan haber içerikleri- sosyal sorumluluk projeleri-güncel haber ve konular hakkında kişisel görüşleri yansıtan içerikli mesajlardan oluşmaktadır. En yüksek takipçisi olan iş kadınının mesaj içeriklerinin çoğunlukla güncel haberler hakkında görüş bildirdiği, çevre ve kadın konusuna ağırlık veren tweetleri daha fazla attığı görülmektedir. Ancak genel tabloya bakıldığında kişisel görüş içerikli mesaj yoğunluğunun en alt sıralamada yer aldığı görülmektedir. Bu açıdan bu işkadınının izlenim yönetiminde kişisel görüşlerini açıkça dile getirmesi izlenim yönetimi açısından en az kullanılan ancak en etkili yöntem olduğunu göstermektedir. Genel tabloda işaretli alanlar ve izlenim yönetimi taktikleri toplamına bakıldığında en fazla kullanılan izlenim yönetimi taktiklerinin sırasıyla *Örnek Davranışlarda Bulunma (ÖDB)*, *Kendini Sevdirme (KS)* ve *Niteliklerini Tanıtma (NT)* şeklinde olduğu görülmektedir.

Sınırlılıklar

Hesaplarda 50 iş kadınından 24'ünün kendi adına hesabı olduğu tespit edilmiştir. Bu hesaplardan 2 tanesi kapalı hesap ve bir tanesinde de hiç tweet bulunmakla birlikte toplamda 21 Twitter hesabının içerik analizi yapılmıştır. İlgili sınırlılık tüm iş kadınlarının, incelenmesini engel teşkil etmiştir. Ayrıca atılan tweet sayısının fazla olması sadece belirli bir dönemin incelenmesini mümkün kılmıştır.

Öneriler (Teorik, Uygulama ve Sosyal)

Literatür incelendiğinde izlenim yönetimi ile ilgili bireysel ve örgütsel düzeyde çalışmaların yapıldığı (Wilhelmy vd. 2020; Rigotti vd., 2020; Wang vd., 2016; Harris vd., 2013) ve birçok çalışmanın teori, gözlem, anket gibi yöntemler vasıtasıyla gerçekleştirildiği (Leary ve Allen, 2011; Bolino ve Turnley, 1999; Gardner ve Martinko, 1988) son dönemlerde izlenim yönetimini anlamak adına laboratuvar deneyleri yapılan (Wang ve Hall, 2020) çalışmalara da yer verildiği görülmüştür. Bu açıdan iş dünyasına yönelik daha geniş kapsamlı çalışmalar yapılması ve yurt dışındaki başarılı iş kadınları üzerinde de ayrıca bir çalışma gerçekleşmesi, kültürel farklılık bağlamında ilgili konu incelenebilir.

Özgünlük

2000'li yıllar sonrasında dijitalleşme ve sosyal medyaya artan ilgi ile birlikte bireysel ve kurumsal izlenim yönetimi taktiklerini anlamak adına yöneticilere, siyasi liderlere, yerel yöneticilere ve kurumlara ait sosyal ağlar aracılığıyla çalışmalar yapılmaya başlanmıştır. Araştırmalar neticesinde yöneticilerin izlenim yönetimi taktiklerini inceleyen çalışmalar olduğu görülmekte ve çalışma bu araştırmalar ile örtüşmektedir ancak güçlü iş kadınlarını inceleyen cinsiyet bağlamında bir çalışmaya rastlanmamıştır. Mustafa Kemal Atatürk'ün (1925) de dediği gibi; "*Bir sosyal topluluk, bir millet erkek ve kadın denilen iki tür insandan oluşur. Mümkün müdür ki, bir camianın yarısı topraklara zincirlerle bağlı kaldıkça, diğer kısmı semalara yükselebilir?*". Güçlü iş kadınlarının alanlarında sağladıkları başarılarının ardında yatan izlenim yönetimi taktiklerinin bu kapsamda incelenmesi önemli görülmüştür. Kadınların iş dünyasındaki etkisinin gösterilerek, kadınların iş dünyasına katılımlarının artırılması ve desteklenmesi açısından bu kapsamdaki çalışmaların önem arz ettiği söylenilebilir. Kadınların iş dünyasındaki etkisinin gösterilerek, kadınların iş dünyasına katılımlarının artırılması ve desteklenmesi açısından bu kapsamdaki çalışmaların önem arz ettiği söylenilebilir. Ayrıca Covid-19 döneminin ekonomik açıdan kurumların kriz yaşadığı bir dönem olması dolayısıyla iş kadınlarının tavrının da bu noktada incelenmesi yönetim açısından da önem arz etmektedir.

Araştırmacı Katkısı: Betül BALKAN AKAN (%50), Feyza Çağla ORAN (%50).