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Social Impact Analysis: An Evaluation of Aibs Located in Bursa in the Context of Facebook Social Media Platform

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ABSTRACT

CSOs are critical actors in terms of economic, social, cultural and political activities. The externality they have created makes important contributions to the development and change of society in various aspects. From the industrial point of view, it is observed that the participation of entrepreneurs and professionals in the Associations of Industrialists and Businessmen (AIBs) is gradually increasing. However, as a CSO, it remains unclear to what extent AIBs are effective and to what rate they create social benefits. In this context, this study aims to analyse the social impacts of the AIBs located in Bursa. In this study, the effectiveness levels of the AIBs were analysed using qualitative research methods via the Facebook social media platform. For this purpose, the Facebook accounts of the 97 AIBs located in Bursa were reviewed, a total of 31,663 posts were analysed, and the posts were coded according to various categories. In addition, data on critical codes were also recorded and used as evidence in evaluations. The most remarkable finding of the study is that AIBs are far from trying to influence society strongly in the "economy" category, which can be expressed as the reason for their existence. On the other hand, the findings reveal that AIBs intend to influence society mainly through education, information, and stakeholder relations management.

Keywords: Social Impact, Associations of Industrialists and Businessmen, Effectiveness in Civil Society Organizations, Social Media, Facebook.

JEL Classification Codes: L3, L30, L31

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INTRODUCTION

The term civil society organization, or CSO, was first defined in 1945 by the United Nations Council as all international organizations that are not based on inter-state agreements. The term was used synonymously with the term "non-governmental organization," and many institutions ranging from orchestras, research institutes, religious structures, daycare centres, guidance institutions and hospitals were included in this definition (Mostashari, 2005). In terms of its historical development, there are many definitions that emphasize different aspects of the CSO phenomenon. According to Akçadağ (2011), CSOs include structures and activities such as associations, foundations, etc., which operate outside the areas dominated by the state and are formed by voluntary citizens coming together within the framework of their common wishes and desires. Yerasimos (2001) defines CSOs as horizontal organizations established by individuals with equal contributions and responsibilities and working towards a common goal, while Kongar

(1991) defines CSOs as voluntary organizations developed with a sense of citizenship outside the formal organization of the state. In general, CSOs are non-profit organizations that work for the benefit of society and form public opinion in this direction, contribute to the solution of problems and develop a culture of pluralism and participation, have a democratic functioning, and consist of individuals who come together voluntarily (Aslan & Kaya, 2004). Another source (Teegen et al., 2004) defines CSOs as private organizations that operate in social, political, economic fields such as education, health, environmental protection, human rights, and advocate for social interests in these fields. The common conclusion that emerges from the definitions is that CSOs are non-profit organizations and are entirely oriented toward social goals. CSOs, by their very nature, operate in many different social fields. For example, CSOs are important actors in many critical and diverse issues such as focusing on values such as justice, equality, human rights, solidarity (Hall & O'Dwyer), supporting

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disadvantaged groups such as people with disabilities, socially excluded, minorities, the elderly (Anheier, 2000), democracy, good governance, poverty alleviation, women's empowerment, infectious diseases (Aleakhue & Segiru, 2018).

CSOs are organizations that work to improve the general welfare of society and find solutions to social problems. Therefore, CSOs are organizations that are expected to create social impact. It is not possible to find a single agreed definition of social impact in the relevant literature. This is due to the fact that the concept of social impact is discussed from different perspectives in different disciplines. The phenomenon of social impact is defined in psychology literature as a change in individual feelings and thoughts (Latane, 1981; Nowak et al., 1990), while in sociology (Freudenburg, 1986), it focuses on the potential positive or negative effects of social activity. In the field of management (Maas & Liket, 2011; Grieco et al., 2015; Rawhouser et al., 2019; Siemieniako et al., 2021), it can be conceptualized as the outcome of an organization's activities to create social value for society. An organization's social impact can be defined as the possible consequences or outcomes of organizational activities on the development of individuals and society (Perrini & Vurro, 2013; Rakhmatullayeva et al., 2020). Hadad and Gauca (2014) define social impact as positive, meaningful, and sustainable changes and actions that benefit society in general and disadvantaged groups in particular. Social impact measurement is the process of identifying the social outputs and potential impacts arising from the activities of organizations with a specific methodology (Burdge & Vanclay, 1996). Social impact measurement is important in terms of revealing the distance travelled by an organization, identifying areas for improvement, and determining the potential to use resources in a way that creates maximum impact. It is seen that organizations that can manage the social impact measurement process correctly can build their long-term impact strategies more effectively and create a transparent and reliable image toward all potential stakeholders (Mütügil Yalçın et al., 2016).

A review of the social impact measurement literature reveals that there are multiple classifications of social impact measurement. Maas and Liket (2011), Clark et al. (2004), Grieco et al. (2015), Rinaldo (2010), Arena et al. (2015), and Zippala and Lyons (2009) can be cited as examples.

Whether CSOs as institutions have the expected social impact remains a matter of curiosity. The ability

of civil society organizations (CSOs) operating in diverse fields to produce social outcomes is a critical issue that requires scrutiny. Social media platforms are undoubtedly one of the channels where CSOs can be seen to be active. This research seeks to identify the possible social impact of CSOs through the posts made on social media platforms.

As it is known, the use of social media platforms is gradually increasing (Bozkurt & Sadedil, 2021). It is clear that social media platforms have different characteristics from traditional media tools (TV, Radio, Newspapers, Magazines, etc.). It is observed that social media platforms are preferred over traditional media tools because they provide more social interaction opportunities (Bendaş, 2022). Participants often create, share, or evaluate the content on social media platforms. In this respect, social media platforms enable more accessible and faster sharing of different thoughts and perspectives among various segments of the society, and provide an opportunity for the content subject to sharing to reach wider audiences (Komito & Bates, 2009). The bond established between organizations and target audiences through social media platforms significantly increases the effectiveness of corporate activities. On the other hand, digital platforms also create added value in disseminating the organization's goals and mission to the target audience and mediate the free announcement of events and actions that mainstream media organizations ignore (Abdülmecid, 2020).

Based on the idea that social media platforms are a tool to increase the social impact capacity of CSOs, this study aims to analyse the social impact capacity of Associations of Industrialists and Businessmen (AIBs) operating in a specific geographical area (Bursa) through their Facebook social media accounts. According to data from the Provincial Directorate of Civil Society Relations, there are 5300 CSOs in Bursa, but this research is limited to AIBs. Within this wide range of CSOs, it was decided to conduct the study on AIBs, considering that they function more actively than many other forms of civil organizations, that they are a critical component of the economic chain, that their relative intensity of activity is at an advanced level compared to many forms of CSOs, and that they contain a vital segment (entrepreneurs, professional managers, etc.) that will contribute to the research in terms of providing data and receiving opinions (Kalkavan, 2020; Danışman, 1997).

SOCIAL IMPACT AND SOCIAL IMPACT MEASUREMENT

It is assumed that CSOs are created to meet a specific need or problem. It is, therefore, necessary to verify whether such organizations achieve the expected results (social impact) and whether these results impact the social environment in which the organization operates (social impact measurement). As social impact is a multifaceted concept, it can mean different things in different contexts (Onyx, 2014). Santos (2012) defines social impact as "positive social change". Gezon (2014), who explores the impacts associated with a tourist intensification program in specific regions of Madagascar, sees social impact as community development and improved quality of life. On the other hand, Vanclay (2003) defines social impact as all events that directly or indirectly affect people (lifestyles, culture, political systems, environment, health and well-being, personal and property rights, etc.) and all changes that occur in the context of these events. Klochikhin (2012) sees social impact as effects related to innovation and technological development, while Wichmann (2017) discusses social impact in the context of sporting events. Mushtaque et al. (2004), who investigate the impact of microfinance, consider social impact as a specific goal (e.g., poverty reduction) planned by organizations, while Gilligan and Golden (2009) link social impact to the concept of social profit in a more economic interpretation. Considering the field of business management and accounting, authors such as Nicolopoulou et al. (2017) and Sigala (2016) define social impact as the ability to create social value and meet social needs. Pawluczuk et al. (2019) examine the technological domain and conceptualize social impact as the development of digital skills. As can be seen from the basic definitions above, social impact is handled in different ways in different disciplines; therefore, it does not seem possible to make a single common definition.

Social impact measurement, another important concept in this study, refers how a CSO achieves a social goal, analyses a social change, and monitors the possible outcomes. Social impact measurement is an important tool used by CSOs to track social goals, analyse social change, and be results-oriented. In this context, social impact measurement and its results indicate which areas CSOs should focus more on and enable them to take a strategic position to provide better services to society (Hadad & Gauca, 2014). Since social impact measurement and the outputs achieved will determine which areas CSOs should focus on, it will allow all organizational resources to be used in the "intended" areas, ensuring

the effective use of resources, and thus positively reflecting on the performance of the organization (Burdge & Vanclay, 1996). In other words, social impact measurement is a critical practice to increase the legitimacy of a CSO in the eyes of its stakeholders (Kocollari & Lugli, 2020). Social impact measurement can also help reduce information asymmetry between CSOs and their stakeholders (Haski-Leventhal & Mehra, 2016). According to Dunn and Mathews (2001), CSOs engage in social impact measurement in order to provide excellent services to their beneficiaries, to increase the motivation of their human resources by creating spaces for learning and development, to raise funds, and to increase their level of accountability and transparency in the eyes of society.

Despite its many added values, social impact measurement remains an area that CSOs need help implementing. Carman (2007) notes that only some CSOs have systematically adopted and applied any social impact measurement tool. A study of 237 CSOs in Chicago (Thomson, 2010) provides evidence that the majority of CSOs do not make significant use of any social impact measurement tool. Mütügil Yalçın et al. (2016) state that CSOs in Turkey do not follow a systematic process for social impact measurement, and instead of social impact measurement, they try to manage their social impact processes through simple reports. Hoefer (2000) points out that social impact measurement and all related activities require a certain number of resources and emphasizes that CSOs do not have sufficient resources to conduct systematic social impact measurement.

SOCIAL MEDIA PLATFORMS IN THE CONTEXT OF SOCIAL IMPACT

Social media platforms (Facebook, Twitter, Instagram, LinkedIn, etc.) are one of the current technological tools used by CSOs to create social impact. Many studies on CSOs' use of social media can be found in the relevant literature. In their study of 75 US-based international CSOs, Seo et al. (2009) argue that social media platforms serve two important functions; improving corporate image and generating financial resources. In their study, Lovejoy and Saxton (2012) examined the Twitter usage practices of the 100 largest CSOs in the US and found that CSOs use the Twitter platform effectively to make public announcements, establishing two-way interaction with the community, and sharing social responsibility projects with the community. Guo and Saxton (2013), in their study of 188 CSOs' social media use practices, conclude that Twitter is a powerful communication tool and that tweets facilitate social action and support lobbying. In

another study, Ihm (2015) analysed the Twitter accounts of the 100 largest CSOs in the US and found that the use of social media strengthens two-way communication between CSOs and stakeholders. Brengarth and Mujkic (2016) underline that social media platforms are flexible information transfer interfaces that CSOs can use in times of crisis.

National research also reinforces that social media platforms are important tools for CSOs' efforts to create social impact. For example, in Şardağı's (2017) study on the use of Twitter by 178 foundations and associations in Turkey, it was found that they actively use Twitter and try to interact with their followers in this environment. In another study (Öztürk and Şardağı, 2018), it was concluded that CSOs within the scope of the research conducted their communication processes with the society mainly through the Facebook platform. In his study, Aydın (2019) states that social media platforms are an effective medium for CSOs' activities based on volunteerism (for CSOs to receive the support of volunteers and use the power they obtain from them). Çiftçi (2020) examined the social media usage practices of CSOs founded predominantly by women in the Turkish Republic of Northern Cyprus and found that they mostly use Facebook social media platforms to spread awareness of gender equality. Bozkanat (2020) conducted a content analysis on the posts shared on the Facebook page of the Green Crescent, one of the oldest CSOs in Turkey, for one year and found that the Green Crescent uses the Facebook platform to participate in its activities, disseminate information and announce its activities to the target audience. Vona Kurt (2021) analyses the use of Twitter by health CSOs and finds that despite its potential to encourage interaction with stakeholders, it is not used effectively by CSOs. Silsüpür and Övüç (2022) state in their study that women founded CSOs use their corporate Instagram and Twitter accounts to raise awareness of violence against women and femicides.

Despite the many functions mentioned above and seen in the relevant literature, it should be addressed that social media platforms are not used as effectively as desired in terms of creating social impact. For example, Bortree and Seltzer's (2009) study of 50 environmental advocacy CSOs and Greenberg and MacAulay's (2009) study of 43 Canadian environmental CSOs found that the opportunities offered by social media platforms such as Facebook, Twitter, and blogs were not fully utilized. Other studies (Waters et al., 2009; Aksu, 2013; Kanter and Fine, 2010; Saatçioğlu, 2017; Abdülmecid, 2020) have also found that CSOs are not effective in using social media platforms for social impact.

The explanations mentioned above and research results concerning the social impact literature are generally related to "CSO" organizations without specifying a specific field. On the other hand, research on the "social impact and measurement" of AIBs, a form of CSO "in private," has not been found in the relevant literature. On a national scale, there are only two theses that project the AIBs. The first of these theses is on the identification of the management and organization problems of AIBs (Danışman, 1997). The second one is aimed at questioning the relationship between the core values and personality traits of the members of AIB (Kağızman, 1998). Therefore, there is no direct research on "AIB and Social Impact" either on a national scale or in an international context. In this framework, this study aims to fill this gap.

METHOD

The content analysis technique, one of the qualitative research methods, was used in the study. Content analysis is used to make reproducible and valid inferences from texts regarding their context of use (Krippendorff, 1989). Content analysis is defined as the technique of systematically summarizing the text or discourse on a subject with words or groups of words that reflect its content, categorizing it into categories, and creating codes within the rules predetermined by the researchers. As it is known, in the content analysis process, qualitative data that are similar to each other are first organized under specific themes and categories, then examined and interpreted in the form of cause-and-effect relationships, and some conclusions are reached (Eroğlu & Bektaş, 2016). In this context, the Bursa Provincial Directorate of Civil Society Relations was contacted, and the current list of AIBs (Associations of Industrialists and Businessmen) in Bursa as of 2022 was obtained. It was observed that there were 97 AIBs in total, and the entire list was included in the scope of the research. The general profile of 97 AIBs shows that their objectives, missions and fields of activity are homogeneous. Likewise, when the corporate websites of AIB organizations are examined in general terms, it will be seen that the published regulations are almost similar in terms of content. An analysis of the contents of the Regulations reveals that the organizational forms of the AIBs, their formal boards, and their stated objectives are largely similar and parallel across AIBs. Therefore, it seems possible to conclude that AIBs are symbiotic structures and should be perceived as a single CSO form. When the literature on AIBs is examined, it will be seen that AIBs are not subjected to any categorization, and in terms of public organization, they are not classified according to any criteria from the perspective of the Provincial Directorate of Civil Society Relations.

Table 1. Categories and Codes Created within the Scope of Content Analysis

Category Name	Codes
Economy	Inflation, Employment and Women Employment, Growth, Energy and Costs, Covid 19, Incentives and Supports, Housing Loan, TOGG, Exports, Foreign Exchange and Currency, Value Added Tax Rate, Minimum Wage, Reform Packages, Interest Rate Cuts, Supporting Domestic Production, Cost Increases, Digitalization, Foreign Trade, Difficulty Accessing Finance, Current Account Deficit, Entrepreneurship, Lease Agreements.
Training and Informing	Announcements, Meetings, Training and Course Activities, Summits, Seminars, Panels, Workshops, Congress, Conferences, Symposiums, Forums, Webinars, Video Conferencing, Interviews, E-Journals, E-Newsletters, Magazines, Promotional Movie and Launches, Projects, Reports, Declarations, Books.
Ecology	Earthquake, Flood Disaster, Forest Fires, Avalanche, Landslide, Recycling, Bursa Ecological System, Environmental Pollution and Waste, Paper Consumption, Greenhouse Gas Emissions, Afforestation, Hunting.
Social Responsibility	Traditional Iftar, Ashura Distribution, Helping the Needy, Vaccination and Blood Donation Campaign, Aid to Disaster Victims, Helping Children, Aid to Educational Institutions, Sapling Donation, Equality between Women and Men, Helping People with Disabilities, Aid to Health Institutions, Helping Refugees, Support for Sports Activities, Sensitivity to Social Health Issues.
Celebrations	Celebrations of Specific Days and Weeks, Celebrations Related to Religious and National Days, Motivational Posts (Good Luck, Get Well, Get Well Soon, Thank You, Congratulations, Good Day, etc.), Anniversaries of Death and Decease, Foundation Anniversary Messages, Opening Messages for the New Academic Year.
Stakeholder Relations	Member Relations, Visits, Hospitality, Relations with Public Institutions, Relations with Universities, Relations with Private Sector Organizations, Relations with Associations, Relations with Educational Institutions, Relations with Professional Chambers, Relations with Media Organizations, Social Activities to Improve Stakeholder Relations.
National and International Agenda	Martyrs, Terrorism, Accidents and Fires, War, Genocide, Attack, Explosion, International Conventions, Child Abuse and Child Murders, Violence Against Women and Femicide, Racism.

Since the research will be conducted through Facebook social media accounts, it was determined whether all the AIBs mentioned in the list have official Facebook social media accounts. The data shows that 54 (56%) AIBs have an official Facebook account, while 43 (44%) do not. Among those with official Facebook accounts, only 1 AIB did not post anything and was excluded from the scope. Therefore, the research was conducted on a total of 53 AIBs that were found to have an official Facebook account and were found to be sharing posts.

In the next research stage, we focused on the posts made on Facebook. In this context, a total of 31,663 posts published by 53 AIBs between 2006 and 2022 were included in the analysis. In the historical process, it is seen that the shares extend only until 2006. The data consists of posts between 2006 and 2022. The fact that no digital program was used during the data collection and analysis stages caused serious time losses in the subsequent stages. In addition, since the AIBs within the scope of the research frequently post on social media platforms, it was necessary to end the data collection process at a certain point. For this reason, the data collection activities of

the research were finalized as of December 2022, and the data processing process was completed in the first 6 months of 2023. In early 2024, the general framework of the study was finalized.

It is clear that the manual process of data collection and analysis is laborious. Of course, collecting and analyzing data through a digital software program will allow for much faster results. However, in this study, the data collection and analysis process was carried out manually by the author. In this context, the official Facebook accounts of 53 AIBs within the scope of the research were scanned, all posts were transferred to a Word document by the author and an inductive method was followed. The posts were read one by one and coded thematically. In other words, following an inductive method, each post on the official Facebook accounts of the AIBs operating in Bursa was analyzed separately and codes were created according to the content of the post. In the next stage, the related codes were brought together and the categories (Economy, National and International Agenda, Training and Information, Ecology, Social Responsibility, Celebrations, Stakeholder Relations) were created within the framework of AIBs' operational objectives. Three experts from the same organization agreed on the codes and categories created as a result of various interviews. In addition, frequency data for each code were also recorded. In this context, the categories and codes are given in Table 1.

VALIDITY AND RELIABILITY

Unlike quantitative research, concepts such as credibility, transferability, consistency, and confirmability are used to determine the validity and reliability of qualitative research. In addition, validity is an important factor in determining reliability in qualitative research. If the information collected in research is valid, there is a high probability of obtaining similar, if not identical, information in another research of the same type. For this reason, the issue of validity in qualitative research becomes more prioritized than the issue of reliability. (Başkale, 2016; Yıldırım & Şimşek, 2013). In this study, the "prolonged interaction" method was utilized to ensure internal validity in the context of credibility. Within the scope of this methodology, a working group consisting of AIB representatives was formed, and the activities of AIBs were discussed in intermittent meetings lasting six months. During the meetings, it was shared in detail how and in what ways AIBs affect society. Therefore, this sharing supported the content analysis's coding process and increased the coding's credibility.

In the context of the validity of the study, another measure that can be taken in terms of credibility is to ask people who have general knowledge about the research topic and who specialize in qualitative research methods to examine the research in various dimensions (Başkale, 2016; Arslan, 2022; Creswell, 2016). In this context, the methodology, coding and categorization process, findings, analysis and discussion sections of the study were submitted to the opinions of 2 expert academics conducting scientific activities in the departments of Business Administration, Public Administration and Political Science. In order to overcome the time problem, the key points of the study were shared with the experts via e-mail and the information of each expert was consulted. E-mail correspondence continued until the revision requests were exhausted, and the process was completed when the final consensus was reached.

Similarly, the method of "detailed presentation of research methods" was also included to ensure reliability (Başkale, 2016; Yıldırım & Şimşek, 2013). In this framework, the scope of the research, the data source, the way the data were obtained, the coding and categorization of the data, the analysis and interpretation process were defined in the study in all aspects. Therefore, the level of reliability was increased by providing a detailed introduction. In addition, to ensure reliability, validity was given importance in the study based on the idea that validity guarantees reliability to a great extent, and this importance is a measure taken to ensure reliability.

FINDINGS

Levels of AIBs' Use of Social Media Tools

At this stage of the study, we aim to answer why only Facebook posts are taken into account in analysing the social impact of AIBs. For this purpose, all social media tools (Facebook, LinkedIn, Instagram, Twitter) used by 97 AIBs based in Bursa were analysed for the period 2006-2022. The total number of posts made by all AIBs on each social media tool was compared, and the social media tool with the highest number of posts was preferred. In this framework, the findings show that the AIBs within the scope of the research shared the highest number of posts on Facebook between 2006 and 2022. Therefore, this study was conducted only on Facebook social media platform posts. Other social media tools and related posts were excluded from the scope of the study due to the time cost and high effort required. The comparative status of the social media tools used by AIBs in terms of the number of shares is presented in Graph 1, and the number of shares of each social media tool between 2006 and 2022 is presented in Table 2.
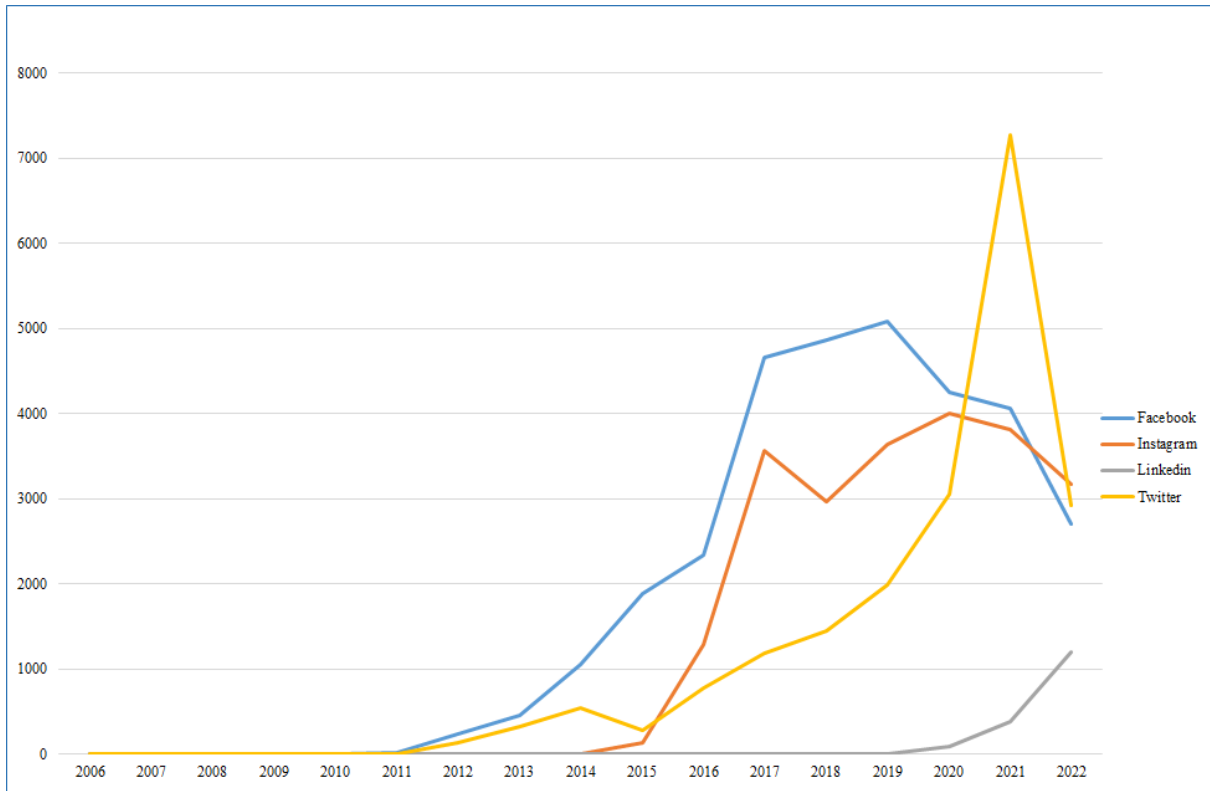
Graph 1. Levels of Use of Social Media Tools by AIBS Based in Bursa between 2006-2022

Table 2. Number of Social Media Posts of AIBs Based in Bursa between 2006 and 2022

Years	Facebook	Instagram	LinkedIn	Twitter
2006	2	0	0	0
2007	6	0	0	0
2008	0	0	0	0
2009	6	0	0	0
2010	4	0	0	0
2011	23	0	0	0
2012	241	0	0	128
2013	460	0	0	329
2014	1.048	0	0	539
2015	1.888	128	0	286
2016	2.346	1.283	0	781
2017	4.664	3.567	0	1.192
2018	4.866	2.960	0	1.448
2019	5.091	3.646	7	1.994
2020	4.253	4.011	95	3.050
2021	4.058	3.818	385	7.270
2022	2.707	3.176	1.201	2.920
Total Number of Shares	**31.663**	**22.589**	**1.688**	**19.937**

Table 2 shows that between 2006 and 2022, AIBs used the social media tool Facebook the most, with 31,663 posts. This is followed by Instagram, Twitter and LinkedIn, respectively. Again, when Table 2 is evaluated, it is understood that most of the posts took place after 2012. Looking at the field, it can be said that the Turkish mother tongue harmonization studies of these four social media tools are a variable that should be taken into consideration in terms of frequency of use. In other words, considering that Facebook was adapted to Turkish

Table 3. Codes and Frequencies of Facebook Posts between 2006 and 2022 by Category

Category	Codes	Frequency
Economy	Employment and Women Employment	52
	Inflation	40
	Energy and Costs	24
	Growth	17
	Covid 19	16
	Incentives and Supports	13
	Housing Loan	11
	TOGG	9
	Exports	8
	Foreign Exchange and Currency	8
	Value Added Tax Rate	8
	Minimum Wage	7
	Reform Packages	6
	Interest Rate Cuts	5
	Supporting Domestic Production	4
	Cost Increases	4
	Digitalization	3
	Foreign Trade	3
	Difficulty Accessing Finance	3
	Current Account Deficit	2
	Entrepreneurship	1
	Lease Agreements	1
	Total Number of Shares	**245**
Training and Informing	Announcements	3.803
	Meetings	3.183
	Summits, Seminars, Panels, Workshops, Congress, Conferences, Symposiums, Forums, Webinars, Video Conferencing, Interviews	831
	Training and Course Activities	276
	E-Journals, E-Newsletters, Magazines, Promotional Movie and Launches	155
	Projects	27
	Reports	15
	Declarations	5
	Books	2
	Total Number of Shares	**8.297**
Ecology	Earthquake, Flood Disaster, Forest Fires, Avalanche, Landslide	144
	Recycling	21
	Bursa Ecological System	15
	Environmental Pollution and Waste	11
	Paper Consumption	2
	Greenhouse Gas Emissions	2
	Afforestation	1
	Hunting	1
	Total Number of Shares	197

Social Responsibility	Support for Sports Activities	116
	Sensitivity to Social Health Issues	98
	Traditional Iftar, Ashura Distribution	54
	Helping the Needy	24
	Aid to Educational Institutions	24
	Vaccination and Blood Donation Campaign	20
	Aid to Disaster Victims	17
	Helping Children	17
	Sapling Donation	14
	Aid to Health Institutions	9
	Equality between Women and Men	6
	Helping People with Disabilities	4
	Helping Refugees	4
	Total Number of Shares	**407**
Celebrations	Celebrations of Specific Days and Weeks, Celebrations Related to Religious and National Days	4.273
	Motivational Posts (Good Luck, Get Well, Get Well Soon, Thank You, Congratulations, Good Day, etc.)	1.309
	Anniversaries of Death and Decease	548
	Foundation Anniversary Messages	122
	Opening Messages for the New Academic Year	47
	Total Number of Shares	**6.299**
Stakeholder Relations	Member Relations	4.284
	Relations with Media Organizations	4.190
	Visits (Various Stakeholders)	3.819
	Social Activities to Improve Stakeholder Relations	2.754
	Hospitality (Various Stakeholders)	309
	Relations with Public Institutions	147
	Relations with Universities	50
	Relations with Private Sector Organizations	46
	Relations with Associations	39
	Relations with Other Educational Institutions	19
	Relations with Professional Chambers	9
	Total Number of Shares	**15.666**
National and International Agenda	Martyrs	296
	Terrorism	77
	Accidents and Fires	54
	War	40
	Genocide	27
	Attack	20
	Explosion	16
	International Conventions	14
	Child Abuse and Child Murders	3
	Violence Against Women and Femicide	3
	Racism	2
	Total Number of Shares	**552**

in 2008, Twitter and LinkedIn in 2011, and Instagram in 2012, there is a significant difference between the global usage history and the usage history in Turkey. Therefore, on a national scale, AIBs started actively using social media tools in 2012.

Another noteworthy point in Table 2 is the deficient level of sharing on LinkedIn. Considering the direct relationship of AIBs with the business world and the mission they carry for the business world, it is a deficiency that sharing in the context of LinkedIn has not occurred at the desired intensity. In particular, the fact that LinkedIn is a direct platform for the business world increases the necessity for AIBs to come together with their stakeholders through LinkedIn. On the other hand, Facebook, Instagram, and Twitter posts are more dominant. This emphasizes the need for AIBs to use LinkedIn more.

Content Analysis of AIBs' Posts on Facebook Platform

In this phase of the study, the codes and sharing frequencies of the Facebook posts of AIBs based in Bursa between 2006 and 2022 are presented. In this phase, the AIBs' raison d'être and mission will be taken into account, and whether the sharing is in line with these objectives will be discussed. In other words, the extent to which AIBs serve the institutional purposes attributed to them within the framework of social impacts will be interpreted, and various inferences will be made. The codes and frequencies created based on categories are presented in Table 3.

First, the findings across all categories are presented. When the frequency data are analysed, it is seen that the most shared categories are stakeholder relations and training and informing. Subsequently, the AIBs were posted in categories such as celebrations, national and international events, social responsibility, economy, and ecology. From this point of view, considering the founding objectives of AIBs, it is understood that sharing in the categories of economy, social responsibility, and ecology is outside the desired priorities of a CSO. Given the cyclical economic downturn and negative global ecological impacts, AIBs are expected to increase their efforts to create social impact by sharing more in these areas.

Analysis of the Economy Category

When considered on a category basis, "economy-based" posts, which can be interpreted as the raison d'être of AIBs, should be considered in the first place.

From this perspective, it is seen that the primary agenda of AIBs based in Bursa is "employment and women's employment" in terms of the economy. Similarly, it is understood that posts on "inflation," which has negatively affected the national economic structure in recent years, have also come to the fore as it is a concept directly related to employment. On the other hand, it was found that the "growth" phenomenon related to inflation and employment problems was also evaluated within this framework, and these three related codes were used in the posts. In parallel to this, it is seen that the posts related to Covid 19 are also prominent, and it is interpreted that the Covid 19 pandemic process is associated with economic processes. Inflation and the resulting increase in input costs, and hence the rise in energy costs, constitute another of AIBs' priority sharing issues. Within the economic category, another critical issue of value for AIB organizations is the area of "incentives and supports." The fact that AIBs disseminate the content of public support and incentives provided to their members and enterprises in general, which constitute significant financial resources, is evidence that they constitute an important social impact context. This issue has been very much on the agenda of enterprises in recent years, making it essential to employ specialized project staff to benefit from incentives and support. Therefore, it is clear that any disclosure of incentives and support will impact enterprises' competitive structure. In addition, a higher frequency of sharing is desirable. However, in the economy category, various codes that show low frequency but characterize current development areas are subject to very weak sharing. In this context, it is understood that the codes of digitalization, support for domestic production, exports, and entrepreneurship are shared at a shallow level and are far from creating social impact in this area. Similarly, it is observed that the TOGG organization, which aims to produce domestic automobiles, has not been examined in the desired manner and has not been shared with society at the desired level.

Analysis of the Training and Informing Category

Training and informing are one of the most critical areas of activity for AIBs in the context of social impact. Under this category, AIBs are expected to systematically inform various social segments within the framework of their activities and contribute to the development of stakeholders through their educational activities. Therefore, it is of particular importance that this category, which will enable the transformation of the institutional environment, is subjected to a detailed evaluation in

terms of content. A closer look reveals that the AIBs within the scope of the research shared the most in the context of the announcement code. This situation should be considered quite natural. This is because, as civil society organizations, AIBs must regularly share with their stakeholders all the activities they plan within the framework of their objectives. Looking at the content of the announcements in general, it is seen that announcements regarding seminars, interviews, symposiums, webinars, etc., announcements regarding the activities of public institutions and organizations, announcements regarding the relevant AIB's board of directors, ordinary general assembly or systematic meeting announcements, announcements regarding job vacancies, announcements regarding the AIB's digital environments (website, social media accounts, cyber security, etc.), announcements regarding the activities of AIBs with a national organization and a branch in Bursa, and announcements regarding planned social activities stand out. On the other hand, it is revealed that there are intensive social media posts within the framework of the meeting code in this category. When the content related to the meeting code is evaluated, it is understood that the posts are generally made within the scope of the economy, employment, technology, education and professional qualifications, trade collaborations, international relations, acquaintances, and regular meetings of AIBs, etc.

Summits, panels, seminars, workshops, congresses, conferences, symposiums, forums, webinars, video conferences, and interviews are among the most essential areas of this category. Through these events, various segments of society can be informed or raise awareness in different areas of expertise. AIBs need to be particularly sensitive to this category. Between 2006-2022, the number of activities planned and organized by AIBs directly based in Bursa is 831. Based on this data, the extent to which the number of activities is satisfactory is relative. However, it was observed that AIBs within the scope of the research are making a significant effort in the category of training and informing. Within the scope of this code, it is demanded and desired to achieve higher activity rates. A more detailed look reveals that the events are mainly focused on themes such as economy, technology management, employment, energy management, institutionalization, ecosystem and management, sectoral analysis, innovation, quality, philosophy and literature, international relations, investment, and grant incentives. In this respect, it is understood that AIBs act within the framework of their core missions.

The code of training and course activities is also part of AIBs' raison d'être. When we look at the details of the training and course activities organized, we see that they are organized on themes such as digital management, ecology, health, economy, personal development, entrepreneurship, occupational safety, gender equality, etc. However, it is observed that course activities have not been implemented at the same rate. Only two course activities were identified. In this respect, there is a need for more emphasis on course planning.

In the context of social impact, AIBs should regularly inform the public about their activities. It is significant that they simultaneously present their activities to the views and information of stakeholders through magazines, e-newsletter, etc. This will increase the level of stakeholders' awareness of AIB activities and, at the same time, strengthen participation in AIB activities. Therefore, effective use of communication tools is essential. In this respect, it can be concluded that the AIBs within the scope of the research effectively inform the society.

Based on the number of social media posts, it is seen that AIBs within the scope of the study have been extremely weak in the codes of projects, reports, declarations, and books over a long period of time, such as 2006-2022. In the case of Bursa, it is clear that AIBs do not have the habit of periodic reporting, especially in technical and social work fields. In general terms, the reasoning based on individual experiences has yet to be transformed into the behaviour of collecting and analysing data from the field. Although there are occasional reporting initiatives by specific AIBs on various issues, it does not seem possible to talk about a generalized attitude and actual behaviour and a systematic effort to produce information. On the other hand, it is observed that the culture of project and related cooperation is in limited development among AIBs. Based on the shares, it is understood that the projects are social and cultural in nature and that the content of projects that support economic and technological development or entrepreneurship is quite limited. Similarly, it is observed that scientific studies such as declarations and books are almost non-existent. This situation can be explained by the distance of AIBs from academic institutions. AIBs' distant approach to various knowledge-producing institutions, especially universities, hinders the emergence of scientific studies.

Analysis of the Ecology Category

When all categories are evaluated, it is observed that the lowest level of sharing is in the ecology category. Nevertheless, as CSOs, AIBs are expected to show

high sensitivity to environmental issues as they do in the economy. On critical ecological issues such as the protection of the ecological system, natural disasters, recycling, consumption of environmentally harmful products, hunting, etc., AIBs need to be more intensively involved, even if they are not a dominant environmental organization. From this point of view, the number of posts of AIBs in the study indicates that their ecological sensitivity is relatively low. It is seen that most of the posts in this category are about disasters such as earthquakes, floods, forest fires, avalanches, or landslides, to which society reacts highly. On the other hand, it is understood that issues such as recycling, waste management, paper consumption, greenhouse gas emissions, and afforestation are not emphasized enough in terms of being proactive or preventive. Greenhouse gas emissions due to air pollution caused by industry should be one of the main agenda items of AIBs.

Analysis of the Social Responsibility Category

It is observed that the overall social responsibility performance of the AIBs within the scope of the research is low. It is clear that, as CSOs, AIBs should attempt to influence society more regarding social responsibility regarding the number and quality of their activities. An analysis of the content of the existing posts reveals that they mostly try to make social contributions to sports and health. In the context of sporting activities, supporting local sports clubs, and sharing national team achievements with the community are more prominent. In the context of health awareness, it is seen that messages informing society and raising awareness were shared on COVID-19, SMA, and healthy living. Sharing support for vaccination and blood donation campaigns and donating devices, masks, protective visors, gowns, medical equipment, etc., to health institutions can be considered within this scope. However, they do not seem to be at a sufficient level. Distributing food and food aid to those in need, building libraries, donating computers and books to educational institutions, and renovating classrooms and school gardens constitute another social responsibility of the AIBs surveyed, albeit not at the desired level. Similarly, aid to disaster victims, children, people with disabilities, and refugees and sapling donation practices, albeit at a low level, point to existing efforts in the context of the social responsibility category.

Analysis of the Celebrations Category

Considering the number of posts, this category emphasizes that social sensitivities are considered. In other words, in the context of this category, it is

understood that there is sensitivity to the religious and national values of the society in which the company operates and that there is a focus on critical issues expressed by specific days and weeks (such as the day of persons with disabilities, cancer week, world peace day, journalists' day, children's rights day, human rights day, etc.). This points to the "values" dimension of CSOs' effectiveness and emphasizes that it is a critical stage in achieving effectiveness. In this category, it is also noteworthy that AIBs within the scope of the research make motivational posts for various stakeholders. It is believed that these posts aim to motivate the people or organizations with whom they interact and to support their work to a moral extent.

Analysis of the Stakeholder Relations Category

Within the scope of the research, it is seen that the most sharing is in the category of stakeholder relations. As a CSO, this category is where AIBs show the most sensitivity. In particular, the management of member relations interaction with the media, public institutions, universities, private sector organizations, professional associations, other associations, and educational institutions is essential for the sustainable effectiveness of AIBs. As an association, the fact that AIBs develop healthy and systematic relations with their environment can be interpreted as the most expected attitude in the social context. In terms of the number and diversity of posts, AIBs within the scope of the research have taken steps to establish strong relations with different segments of society. The first of these decisive steps is directly related to the structuring of member relations. In the context of this code, the public announcement of new members, providing a commercial advantage to member organizations by promoting different products produced by member organizations in the corporate sense or informing members on current issues and raising their awareness, can be shown as evidence. On the other hand, AIBs also try to maintain close media relations. They are in constant contact with local media organizations in Bursa through press conferences, launches, press releases, newspaper/magazine articles, and interviews. Similarly, based on the frequency of sharing, it can be concluded that AIBs try to keep stakeholder relations warm by directly visiting various individuals or organizations. Furthermore, based on the low sharing frequency, it would be possible to infer those relations with universities and other educational institutions, private sector organizations, other associations, professional chambers, and public institutions are not at the desired level. In particular, in line with the nature of the AIB,

initiatives to improve relations with the private sector were perceived to be relatively weak. Again, relations with universities and other educational institutions are below the expected level, and dialogue with other CSOs is less effective than desired. This situation creates the feeling that AIBs have difficulty getting close enough to critical stakeholders.

Although not at the desired level, detailed evidence suggests that relations with universities and other educational institutions are being pursued through joint cooperation protocols, educational seminars, conferences, webinars, internship programs, support for surveys, or scholarship opportunities. Although weak, in the context of relations with other associations and professional chambers, it is found that supporting campaigns, organizing joint training and awareness programs, or providing assistance to those in need come to the fore. Within the scope of relations with the public sector, support for aid campaigns organized by the public sector, contributions to public-based training programs, and cooperation protocols draw attention to social media posts.

When we look at the posts related to social events, it is seen that the posts are generally based on social activities (nature walks, dinner organizations, trips, etc.), important day receptions, competitions, festivals, birthdays, and opening day celebrations. This finding concludes that AIBs engage in frequent meetings and dialogues with various stakeholder segments. Although it may seem very simple at first glance, it would not be wrong to conclude that conducting various activities through social events paves the way for AIBs to establish a social network with their stakeholders and with the other AIBs.

Analysis of the National and International Agenda Category

This category includes AIBs' posts on the national and international agenda. The posts reveal that AIBs within the scope of the research show more sensitivity to developments, especially on a national scale. It is observed that posts on events that closely concern national feelings on a national scale, such as terrorism, martyrs, war, attacks, explosions, major accidents, and fires, attract attention. In addition, although there are posts on child abuse and child murders, violence against women, and femicide, it is understood that AIBs are far from creating a social impact in the depth and quantity that would guide society. While many current developments could have been shared in this category, it was found that the AIBs in the research scope could

not make satisfactory posts on these developments. This situation has created a perception that they have difficulty keeping up with current developments.

CONCLUSION

The first point that draws attention in the literature review is that academic studies on "associations of industrialists and businessmen" at the national level are extremely insufficient. Although scientific publications examine various dimensions of civil society organizations in general, almost no national studies address the concepts of "social impact and AIB" together. Only two postgraduate thesis studies (Danışman, 1997; Kağızman, 1998) were found in this field. It is also observed that some publications are written specifically for various AIBs (TÜSİAD, MÜSİAD, etc.) and focus only on the relevant AIB. Therefore, it is understood that studies conducted on any AIB population are extremely limited. In this context, it is concluded that there is a need for postgraduate theses and publications that question AIBs.

Since the study was structured on a social media platform, the extent to which AIBs within the scope of the study use social media tools in general was also examined. The findings indicate that AIBs within the scope of the study use the Facebook social media platform the most. This was followed by Instagram, Twitter and LinkedIn, respectively. This table reveals the necessity of more intensive use of LinkedIn, which is based on posts directly related to business life. Considering the core activities of AIBs, it should not be overlooked that LinkedIn is a crucial sharing and data source platform for both sharing business-related activities and keeping track of environmental ones. Similarly, it is critical that Instagram, which is used more actively by the relatively young population, is also actively utilized. Within the young workforce and entrepreneurs' framework, Instagram is a relevant sharing platform. It is recommended that AIB administrations within the scope of the research activate their official social media accounts in this regard.

On a categorical basis, it was observed that the highest level of sharing was on the management of stakeholder relations. This was followed by posts in the categories of training and informing, and celebrations. The category with the lowest level of sharing is ecology. Other categories with low levels of sharing are economy, social responsibility, national and international agenda. Looking at the overall weight of the posts, it is expected that the organizations within the scope of the research, in their capacity as an AIB, would post more on the economy, national and international agenda and ecology.

In particular, the economy category is expected to be the area with the highest number of posts.

When the prominent category-based posts of AIBs within the scope of the research are evaluated, it is seen that employment, inflation, and energy costs in the economy category, announcements of meetings, seminars, conferences, etc., in the training and informing category, national crises such as earthquakes, floods and forest fires in the ecology category, sports, health and traditional days in the social responsibility category, and religious and national days and specific days and weeks in the celebrations category are predominant.

AIBs are expected to be positioned close to the areas that are currently discussed in business life and to set an agenda in line with local, national, and global trends. On the contrary, it is believed that social media posts are far from current and popular discussion topics. For example, in the economy category, it is seen that codes such as entrepreneurship, digitalization, foreign trade, exports, and localization in production need to be sufficiently processed and transformed into social messages. Similarly, it is understood that greenhouse gas emissions, environmental pollution, waste management, and recycling are not sufficiently emphasized in the ecology category. In the social responsibility category, it is revealed that discourses on codes such as refugee problem, equality between women and men, and solidarity are not strong enough. In the category of training and informing, academic studies such as declarations, books, project-based activities, and primarily focused reporting are relatively not at the desired level of effectiveness. In the national and international agenda category, it is observed that there are no strong posts on sensitive issues such as racism, violence against women, femicide, and child abuse. In the areas mentioned above, AIBs have not made sufficient efforts to impact society. In this context, there is a need for richer content and more frequent posts on current and relatively sensitive issues. The fact that AIBs act with more dominant discourses in areas of direct concern to society and drive society towards positive change also characterizes a social expectation.

The social impact expected from AIBs can only be achieved through the logic of cooperation with stakeholder groups and the ability to collaborate. Therefore, it is essential for AIBs to come together with various social segments in addition to their institutional efforts. In particular, it is important that they act in partnership with academic institutions, private sector organizations, and public sector representatives. Collective consciousness will undoubtedly generate a wealth of new ideas and resources. However, while the findings emphasize relations with the media, they suggest that interaction with critical stakeholder groups is weak. While it is true that relations with the media will strengthen the social impact of the AIB, the stakeholders with whom the activities towards the main organizational goals will be carried out should be addressed. For example, cooperation with private sector representatives, academic-based studies with universities and other educational institutions, project-based studies with other associations and professional chambers, and activities that will provide joint action with public institutions do not occur at the desired intensity.

This research is important in that it projects AIBs, which have been the subject of very few studies in the Turkish literature and aims to fill the gap in the field. It is also believed that it will contribute to the domestic literature in terms of examining the social impact context of AIBs. It is clear that the findings of this study will provide input for scientific studies in the field. In particular, it is expected to help the current management of the AIBs within the scope of the research in planning their future activities and to provide guidance on which categories they should focus more on. For the public authorities, it also provides clues as to which areas should be scrutinized more in systematic audits of AIB activities.

FUTURE RESEARCH

This research is structured around the posts shared by the AIBs on the social media platform "Facebook". In the study, other social media platforms are emphasized only in one place, and the relevant number of social media posts are shared as data. In other words, the content of posts made on LinkedIn, Instagram, and Twitter was not addressed. Therefore, in future research, compiling the non-Facebook social media posts of the AIB population in Bursa and making various inferences will create added value, and a comparative analysis with Facebook will be revealed.

On the other hand, it seems possible to enrich the study with the interview method. In this context, it would be beneficial to share the compiled shares by conducting face-to-face interviews with the relevant AIB representatives and especially to discuss the main conclusions of the study to be carried out. In this way, the accuracy of the findings could be ensured to a certain extent.

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