

Mustafa Kemal Atatürk's Leadership and Communication

Mustafa Kemal Atatürk'ün Liderlik ve İletişim Becerileri

ABSTRACT

Leadership refers to the ability and capacity to direct, inspire and influence individuals or groups to achieve a common goal. However, leadership is a multifaceted concept that covers a wide range of qualities, behaviours and communication skills exhibited by individuals who are in a position of authority and naturally assume the leadership role. Communication skills are the ability to convey information, thoughts, ideas and feelings to others effectively and efficiently through verbal, non-verbal, written or visual elements. The combination of these two elements brings success in both personal and social interactions. No doubt one of the factors behind the success of Mustafa Kemal Atatürk, who built a modern, democratic and secular nation state from the remnants of the Ottoman Empire, is that he possessed both leadership and effective communication qualities. With these qualities, Atatürk has always set an example to both his nation and the world. These abilities of his were instrumental in shaping the modern Turkey, in presenting his vision of the nation, in implementing bold reforms, in establishing a state after struggles and in instilling a sense of national unity and solidarity. The purpose of this study is to examine the relationship between Mustafa Kemal Atatürk's intellectual, political, charismatic, transformative, democratic and autocratic leadership types and his communication skills. In order to determine the above-mentioned characteristics, firstly, Atatürk's life and some of the revolutions he made are given. In order to determine his leadership characteristics, his actions in the context of leadership theories were discussed. Then, understand communication skills, some behaviours were evaluated with examples within the scope of basic communication skills. Descriptive research method was used in the study. As a result of the examination, it was concluded that Atatürk had all of the basic leadership qualities and effective communication skills.

Keywords: Mustafa Kemal Atatürk, Communication Research, Communication and Society, Political Communication.

Öz

Liderlik, ortak bir hedefe ulaşmak için bireyleri veya grupları yönlendirme, ilham verme ve etkileme yeteneği ve kapasitesini ifade eder. Ancak liderlik, otorite konumundaki ve doğal olarak liderlik rolünü üstlenen bireylerin sergilediği çok çeşitli nitelikleri, davranışları ve iletişim becerilerini de kapsayan çok yönlü bir kavramdır. İletişim becerileri, bilgi, düşünce, fikir ve duyguları sözlü, sözsüz, yazılı veya görsel unsurlarla etkili ve verimli bir şekilde başkalarına aktarabilme yeteneğidir. Bu iki unsurun birleşimi ise hem kişisel hem de sosyal etkileşimlerde başarıyı beraberinde getirir. Şüphesiz Osmanlı İmparatorluğu'nun kalıntılarından modern, demokratik ve laik bir ulus devlet kuran Mustafa Kemal Atatürk'ün başarısının ardındaki faktörlerden biri de onun hem liderlik hem de etkili iletişim vasıflarına sahip olmasıdır. Atatürk, bu nitelikleriyle hem milletine hem de dünyaya her daim örnek teşkil etmiştir. Onun bu yetenekleri, modern Türkiye'nin şekillenmesinde, millet vizyonunu ortaya koymasında, cesur reformları hayata geçirmesinde, mücadelelerin ardından devlet kurmasında, milli birlik ve beraberlik duygusunu aşılmasında etkili olmuştur.

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Türk halkı onu ulusal bir kahraman haline getirmiş ve dünyanın saygı duyduğu bir insan haline getirmiştir. Mustafa Kemal Atatürk'ün entelektüel, politik, karizmatik, dönüştürücü, demokratik ve otokratik liderlik türleri arasındaki ilişkisi ile onun iletişim becerilerini incelemektir. Yukarıda belirtilen özellikleri tespit etmek üzere öncelikle Atatürk'ün hayatı ve yapmış olduğu birtakım devrimlere yer verilmiştir. Ardından onun liderlik özelliklerini tespit etmek üzere liderlik kuramları bağlamında icraatları ele alınmıştır. Daha sonra iletişim becerini anlamak için birtakım davranışları temel iletişim becerileri kapsamında örnekler eşliğinde değerlendirilmiştir. Çalışmada betimleyici araştırma yöntemi kullanılmıştır. İnceleme sonucunda Atatürk'ün temel liderlik vasıfları ile birlikte etkili iletişim becerilerinin tümüne haiz olduğu sonucuna ulaşılmıştır.

Anahtar Kelimeler: Mustafa Kemal Atatürk, İletişim Araştırmaları, İletişim ve Toplum, Siyasal İletişim.

Introduction

The process in which an individual directs other group members through the interaction between them in order to achieve success or goals is called leadership (Northouse, 2016). In other words, leadership is defined as providing order and communication in an organisation, motivating, assuming a guiding role, assigning current tasks, monitoring and demonstrating results (Bernardin and Russel, 2007).

In the most general definition, leadership can be defined as the process of directing people's behavior in order to achieve goals or objectives. The concept is generally used for individuals who can direct a certain group, help the group and encourage them.

Communication skills can be defined as the ability of a person to have a correct interaction with the other party and to maintain it after initiating it. These skills can be listed as speech, body language, physical appearance, language of time and use of space (Işık, 2016, p. 14). Undoubtedly, one of the most brilliant names that comes to mind when it comes to leadership and superior communication skills is Mustafa Kemal Atatürk, the founder of the Republic of Turkey. Atatürk's success as a leader has left a lasting impression on the Turkish people, and his legacy has shaped the political, social and cultural landscape of the country. For this reason, his life and management skills have often been the subject of research. His legacy of leadership continues to inspire today's leaders.

Atatürk is a historical figure recognized not only for his military genius but also for his exceptional leadership and communication skills. This paper presents an analysis to understand his leadership and communication skills. The analysis of Atatürk's leadership approach and communication style makes sense not only in a historical context but also in the context of contemporary leadership theories.

Mustafa Kemal Atatürk's leadership and communication skills constitute an important example not only for Turkey but also for the global leadership literature. His visionary

leadership approach, strategic thinking, effective communication skills and ability to manage change can be considered as a classic example in leadership.

This article will discuss Atatürk's leadership style in detail, focusing on elements such as his vision, determination, strategic thinking ability, and leadership approach. Mustafa Kemal Atatürk's leadership and communication skills are discussed and his relationship with intellectual, political, charismatic, transformational, democratic and autocratic leadership types is analyzed. In the analysis, firstly, his short biography and personality traits were mentioned. At another stage, his leadership and communication skills were analyzed and evaluations were made by considering each of these characteristics separately.

This article will discuss Atatürk's leadership style in detail, focusing on elements such as his vision, determination, strategic thinking ability, and leadership approach while analyzing his communication skills, his interactions with the society, military personnel and other leaders will be evaluated. War strategies, policy-making and reforms will also be evaluated among the leadership characteristics of Mustafa Kemal Atatürk.

Life of Mustafa Kemal Atatürk

Born in 1881 in Thessaloniki, Mustafa Kemal Atatürk's mother was Zübeyde Hanım and his father was Ali Rıza Efendi. He attended the Mülkiye Rüştiyya, which is now called the secondary school part of primary education, and at the age of 12, he left this school and graduated from the Military Rüştiyya. At this school, he received the name "Kemal", which means "maturity, the state of having all the desired and admirable qualities" (TDK Digital Dictionary, 2023), from his Mathematics teacher because of his behavior. Afterwards, he graduated from high school at Manastır Military İdadiye and transferred to the Land War College (Çaycı, 2002).

In 1905, he graduated from the school with the rank of staff captain with outstanding achievements. In 1907, he was appointed to the 3rd Army. He was appointed as the deputy

commander of the 38th Infantry Regiment, since he was not expected to make outstanding achievements. In 1914, he showed success in World War I and 1915 Çanakkale Wars and displayed a high level of heroism (Cendey, 2009).

Especially the Battle of Gallipoli, which was fought under his leadership, was the liberation of the Turkish national struggle and also the beginning of national leadership. He organized the Sivas and Erzurum Congresses in 1919 and planned the services to be provided for the liberation of the homeland in advance and explained them to his staff. Then, on 23 April 1920, the Grand National Assembly was opened, laying the foundation of the Republic of Turkey (Bayur, 1962).

The first constitution of the country was adopted in 1921. In the same year, the Battle of İnönü was won and he managed the Battle of Sakarya, which started in the same year, in the most perfect way. In 1923, the republic was declared and the first president was elected. He pioneered the enactment of many laws and the establishment of institutions for the development of the Republic (Alp, 2008).

Many laws were enacted for the development of the Republic (Ekiz, 2007). The abolition of the Sultanate and the Caliphate, the introduction of secularism into the Constitution, the Surname Law, the recognition of women's right to vote and be elected, the Hat and Dress Revolution (Hat Law), the adoption of the International Calendar and Time, the adoption of new numerals and changes in measurements, the unification of education, the beginning of the Language Revolution, the University Reform, the Turkish Penal Code, the Turkish Civil Code are among the examples of innovations (Alp, 2008).

Throughout his life, Atatürk displayed a tremendous example of courage both on the battlefield and in his political and social reforms. He was never afraid of challenging deeply rooted traditions and beliefs (Atay, 1984, p. 20).

Atatürk, who pioneered uncountable innovations and was the architect of many works that helped shape the future of the Turkish nation, was diagnosed with cirrhosis in 1938 despite his illness, Atatürk continued to focus on his plans for the nation. However, this process accelerated the progression of his illness, and finally he was laid to rest on 10 November 1938 (Köse, 2021).

Personality Traits of Mustafa Kemal Atatürk

The concept of personality is derived from the Latin word

“persona-mask” and means the image formed by the sum of the individual characteristics of the person. Personality is a characteristic way of thinking, feeling and behaving. It covers moods, attitudes and opinions and is most clearly expressed in interactions with other people (Taymur and Türkçapar, 2012, p. 155).

Personality includes both innate and acquired behavioural characteristics that distinguish one person from another and can be observed in people's relationships with the environment and social group (Holzman, 2023).

Personality refers to the enduring characteristics and behavior's that constitute a person's unique adaptation to life, including basic traits, interests, drives, values, self-concept, abilities and emotional patterns. Various theories explain the structure and development of personality in different ways, but all agree that personality helps determine behavior. There are five generally recognized types of personality traits. These are extroversion, emotional stability, agreeableness, conscientiousness and openness. From an organizational point of view, the personality types are expressive, diplomatic, systematic, people-oriented, perfectionist, reformer, achiever and problem solver (APA, 2023). With the above characteristics, Mustafa Kemal Atatürk, the founding father of modern Turkey, exhibited a range of personality traits that contributed to his extraordinary leadership and transformation of Turkey.

Atatürk was primarily known for his unwavering determination and resilience in the eyes of the Turkish people and the world. He faced many challenges and opposition in his efforts to modernize Turkey, but he persisted in pursuing his goals (İnan, 1968).

With a clear and ambitious vision for the future of the nation, Atatürk envisaged a nation-state that was modern, secular and democratic enough to adopt Western principles while preserving the national identity of the Turkish people.

Possessing strong leadership qualities, including the ability to inspire and lead by example, Atatürk assumed responsibility in times of crisis, always guiding his environment. In addition, he developed effective strategies and solutions thanks to his quick wit and intellectual capacity to see the big picture (Kongar, 1999). He was not afraid to challenge established traditions and beliefs. Atatürk, who also had a charismatic personality that attracted people to him, was able to gather support for himself in a short time with his speeches and public appearances. Throughout his life, he showed determination both on the battlefield and in his political and social reforms (Cebesoy, 1967). According

to İlber Ortaylı, Mustafa Kemal Atatürk was first of all prudent, nationalist and peaceful. He believed in Turkish nationalism and worked to strengthen the sense of national identity among the Turkish people. He always emphasized the unity of the nation and the importance of patriotism (Ortaylı, 2018). In addition, in Mustafa Kemal Uluşu work, it is stated that Atatürk was very fond of books, especially Turkish and Islamic history books. In addition, it is argued that Atatürk's vast knowledge and farsightedness, which we often encounter among his personal characteristics, stem from his rich knowledge of history (Uluşu, 2011).

When all these are brought together and Mustafa Kemal Atatürk's personal characteristics are analyzed; his ability to make decisions, his ability to act freely and independently, his leadership ability and his communication skills that cause his success in leadership come to the fore (Aydın, 2016).

Leadership Characteristics and Leadership Typologies

A leader is defined as a person who motivates the group, transfers what he/she knows to them and directs them in order for the group to achieve its goals (Werner, 1993). Aristotle stated the important qualities of leadership that are still valid today. According to him, a leader is a person who is virtuous, wise and dedicated to the welfare of society. Aristotle emphasised that a good leader should have moral virtue and the ability to guide others towards the common good. In this element, which is one of his basic views on leadership, a leader should embody virtues such as courage, moderation, justice and wisdom. These virtues are necessary for making ethical decisions and setting a moral example for others to follow. According to him, a leader also has the ability to make sound judgements on practical matters. In addition, a true leader tries to benefit the society as a whole (Gezgin, 2018).

According to another definition in the literature, a leader is defined as a person responsible for the management of a group, team or squad (Kingır and Şahin, 2005).

According to Koçel, a person who brings a group of people together and helps them to reveal their talents is also called a leader (Koçel, 2015).

Leaders are people who make predictions about the future by taking into account past processes and achievements. Leaders are kind, determined, courageous, disciplined, patient and responsible individuals. Compared with a manager who manages these characteristics a manager is a person who is obliged to follow and fulfil the directives coming from the higher authorities of his/her position. A leader, on the other hand, is a person who predicts and takes the necessary

measures by determining the needs and problems in advance (Köse, 2021).

German sociologist Max Weber put forward the theories on leadership that are still valid today. Weber developed influential theories on leadership, especially in the context of authority and organisational structures. He considered that theories on leadership are closely related to the broader concepts of 'authority' and 'bureaucracy'. He identified three types of legitimate authority which he believed to be the basis of leadership in organisations and societies. According to him, the first is 'Traditional Authority'. This authority is based on long-standing traditions, customs and established practices. Leaders are obeyed because their authority is based on history and social structures. The second is 'charismatic authority'. This is based on an individual's personal charm, heroism or extraordinary leadership qualities. Followers are drawn to the leader because of his/her exceptional characteristics or abilities. The last suggestion is 'Legal-Rational Authority'. This is based on a well-established system of laws, rules and procedures. Leadership is derived from a legal or bureaucratic framework and individuals in positions of power are obeyed because they are appointed according to these rules (Joosse, 2014).

When the studies on leadership in historical processes are examined, different types of leadership have emerged according to each period, situation, time, culture and condition. However, this change has been seen only in the scope and perception of the concept of leadership. This is due to the fact that societies are in constant change and development. In this respect, leadership styles and behaviours have often lost their validity and new leadership types have emerged. However, the qualifications in the structure of leadership have not changed (Bakan, 2010). These are charismatic, intellectual transformational, democratic, autocratic and political leaderships.

Leadership Typologies

Leadership typologies are various classifications used in the field of leadership to identify and understand leaders with different characteristics. There are several leadership typologies in the literature. These are (Yeşil, 2016); Achievement-Oriented Leadership:

This leadership style represents an approach in which the leader directs the team to achieve specific goals. The leader sets performance standards and encourages the team to reach these standards. This type of leadership is generally preferred for the successful completion of specific projects.

Participative Leadership: In this leadership style, the leader actively involves team members in decision-making processes. The participative leader cares about the ideas of team members and encourages their participation in decision-making processes. This leadership type aims to strengthen co-operation by increasing interaction within the team.

Laissez-Faire Leadership: In this leadership style, the leader usually gives team members a wide autonomy and leaves the tasks largely to them. Laissez-faire leaders usually allow team members to assume their own responsibilities, but at the same time they can cause some difficulties due to lack of control.

Transformational Leadership: Transformational leadership reflects a leadership style that focuses on sharing the leader's vision, motivating and developing team members. These leaders encourage innovation, help team members to reveal their potential and adopt an inspirational leadership approach (Bass, 1998).

Servant Leadership: Servant leadership refers to an approach in which the leader focuses primarily on the needs of team members. Servant leaders aim to serve, support and develop team members. They try to create a positive leadership environment by building trust and encouraging co-operation.

These leadership typologies are used to understand different leadership strategies and to select the most appropriate one for specific situations or organizations.

In the next stage of the article, leadership characteristics will be analyzed in detail by adapting them to the characteristics of Mustafa Kemal Atatürk.

Leadership Characteristics of Mustafa Kemal Atatürk

Mustafa Kemal Atatürk exhibited a variety of leadership styles and approaches during his lifetime. His leadership styles adapted and evolved according to the specific circumstances and challenges he faced during Turkey's transformation.

Charismatic Leadership

Charismatic leadership is not a concept that can be achieved through authority, law or traditional structural differences. Although such individuals are not ordinary people, they are born with characteristics and abilities contrary to the traditional ones (Aydemir, 1999).

The concept of charisma was first used by Max Weber in the sense of "divine favour" or "divine gift". Weber used this type of leadership in the sense that followers follow their leaders out of necessity and necessity due to their faith and trust in the quality and characteristics of their leaders (Weber, 2005). Mustafa Kemal Atatürk was one of the charismatic leaders who created a natural influence on the people and made them listen to his words not by force but from within themselves. Atatürk, who had a charismatic personality, was recognized by everyone for his powerful and persuasive oratory. This ability helped him to be supported by the people and arouse their loyalty.

It is important to note that Atatürk's charismatic leadership was not limited to his personal qualities, but was also a product of the historical context and the urgent need for change in post-Ottoman Turkey. His charisma helped him mobilize support and guide the nation through a period of profound transformation, leaving an indelible mark on the country's history and identity.

In this direction, Mustafa Kemal Atatürk has dragged his people after him in large masses by harboring all the characteristics that a charismatic leader should have. He has been a political leader who has stripped the society living under bad conditions and hopeless from negative thoughts (Aslan, 2008). Not only that, he also left his charisma as a legacy to future generations. Since he is still a respected figure today, his charisma, ideals and leadership are admired and inspire future generations.

Intellectual Leadership

Intellectual can be defined as pioneering cultural changes, making this change more popular and pioneering new preferences, and influencing people's political and social preferences (Tokat, 2017).

The thoughts and behaviours of intellectual individuals should be compatible with each other. These individuals are those who can use their mental activities more extensively than other individuals. An intellectual individual is a person who has expertise and managerial knowledge (Aydoğan, 2008).

Considering the mentioned characteristics, Mustafa Kemal Atatürk is one of the leading examples to be given as an intellectual individual. He was an intellectual leader who knew the wishes and thoughts of the people very well with the education he received and always renewing himself, was extremely intelligent, had a good speaking and written expression, had a high level of knowledge, and had managerial skills. He was not only a manager, but also

developed himself in every field and contributed to the development of the people. Atatürk, who is an example of versatility, has always displayed his intellectual personality with his farsightedness, appearance, speaking ability, general culture (Köse, 2021).

Transformational Leadership

Leaders who can bring about sudden and effective change in the organisation are considered transformational leaders. This type of leadership is among the change-based contemporary leadership approaches (Varışlı, 2021).

James V. Downton mentioned the concept of transformational leadership for the first time in his study titled *Rebel Leadership* in 1973. In 1978, McGregor Burns included this concept in his studies and it was accepted among leadership skills (Eraslan, 2004, p. 3).

Transformational leadership is in favour of rewarding employees for their performance and positive behaviours and punishing them in the opposite case. Transformational leaders are people who can change their surroundings (Çobanoğlu, 2003, p. 15).

Atatürk's charisma contributed to his transformational leadership style. He was able to inspire others to embrace change, adapt to new ideas and work towards common goals. He had a clear and ambitious vision for the modernization of Turkey and worked tirelessly to communicate and implement this vision.

Atatürk can be easily characterized as a transformational leader because he succeeded in developing the public's ability to innovate with his revolutionary activities, governing Turkey politically with his predictions without making any mistakes, being sincere, sincere and decisive in his relations, giving confidence, communicating effectively and giving high motivation to the public, being courageous and taking risks.

When the characteristics of transformational leaders are evaluated together, Atatürk can be considered one of the most important examples of transformational leaders with his social, economic and cultural rebuilding of the destroyed empire (Varışlı, 2021).

Democratic Leadership

Democratic leaders are the ones who attach importance to subordinate-superior relations, consult with them when making decisions and listen to their ideas. For this reason, they also use the ideas of subordinates (Yörük et al., 2011).

In this type of leadership, teamwork is at the forefront. For this reason, a democratic leader may need to have good listening skills and be able to manage the team well (Alkin, 2006).

While Atatürk transformed Turkey into a republic, he adopted democratic principles and created the framework for a multi-party political system. He encouraged the participation of various political groups and always tried to create a democratic society.

Mustafa Kemal Atatürk also encouraged consultation and participation when making important decisions. He listened to and discussed the views of representatives in the Grand National Assembly. He adopted the principles of equality and justice as the basis of the Republic of Turkey. Believing that everyone has equal rights, he endeavoured to protect these values. He contributed to the creation of a democratic society by emphasising public education and awareness raising. It has endeavoured to promote pluralism by respecting different views and has adopted a tolerant approach towards different ethnic and religious groups. He also advocated the protection of freedom of the press and freedom of expression and pioneered the creation of laws guaranteeing these values (Köse, 2021).

Autocratic Leadership

Autocratic leadership refers to a leadership style in which a leader has great authority and control over the management of an organisation or group. In this leadership style, the leader makes and implements decisions alone, and the participation or opinions of other group members are not taken into account. Autocratic leaders usually give orders and instructions and expect them to be followed (Kılıç Özkaynar, 2017).

Autocratic leadership can be effective in some situations, especially when urgent decisions need to be made or when the leader has a lot of knowledge and experience in his/her area of expertise. However, this leadership style can often reduce employee involvement and motivation. For this reason, modern leadership theories often encourage more democratic or participative leadership approaches. Autocratic leadership can be used temporarily, especially in certain situations such as crises or emergencies, but is generally not recommended as a sustainable leadership style. Leadership approaches that favour greater co-operation, open communication and valuing the views of group members generally yield more successful results (Aslan, 2008).

Mustafa Kemal Atatürk adopted a more authoritarian

leadership style in the early stages of his leadership, especially after World War I and the Turkish War of Independence. He often took swift and authoritarian decisions to secure Turkey's independence and protect its territorial integrity.

Mustafa Kemal Atatürk's leadership style reflected a mixed leadership style, combining democratic elements in general, although he exhibited autocratic characteristics at times. After the establishment of the Republic of Turkey, he carried out large-scale reforms to modernize the country. While implementing these reforms, he often resorted to authoritarian methods. However, his leadership style was not only autocratic. It also has democratic and reformist aspects. He has taken democratic and progressive steps, especially in areas such as the promotion of civil society organizations, educational reforms and the expansion of women's rights. His leadership reflected a mixed leadership style, emphasising different aspects at different periods. Therefore, defining Atatürk's leadership style as autocratic or democratic should be evaluated by considering the political and social conditions of the period (Köse, 2021).

Political Leadership

Political leadership refers to the leadership abilities and roles of a person who directs and influences a political community or a country. Political leaders are often influential in a government, political party or certain segments of society and play an important role in policy-making, governance, direction and decision-making. Political leadership can occur in many different contexts and can be at local, national or international levels. Political leaders often have the purpose of providing public service and seek to improve the welfare of society or realize specific policy objectives. Therefore, political leadership plays a critical role in influencing policy-making processes, the orientation of society and the implementation of policy decisions (Polat and Külter, 2006).

Atatürk was a strategic thinker who formulated comprehensive plans to modernize Turkey. He implemented a series of reforms, including the adoption of the Latin alphabet, secularization of the legal system and educational reforms. His strategic leadership was instrumental in reshaping Turkish society and institutions. Atatürk aimed at Turkey's independence and the establishment of a modern nation state and pursued this vision effectively. This vision reflected the aim of solving the country's problems from the past and becoming a stronger country in the future. During and after the War of Independence, he showed great determination and will to achieve his goals. It did not deviate from its goals even under difficult conditions. It carried out

a series of modernization reforms to reshape Turkey as a modern nation. These reforms were made in many areas such as education, law, women's rights, alphabet and clothing. He emphasized social justice and equality and made reforms in this direction. He encouraged tolerance among ethnic and religious groups and defended the equal rights of every citizen. Valued consultation processes when making important decisions. He listened to the views of representatives in the Grand National Assembly and was open to discussions (Köse, 2021).

Atatürk's political leadership style has been an important factor in shaping Turkey's modern history. His leadership qualities had a great impact on the establishment and progress of the Republic of Turkey.

Mustafa Kemal Atatürk's Communication Skills

In the most general terms, communication means exchanging in order to mutually understand each other. This exchange starts the moment people realize each other and creates a meaning in everything they say, do or speak (Cüceloğlu, 2003).

The concept of communication is not only related to speech; in addition to speech, it can also be related to what and when the person says, whether he/she can express what he/she wants fluently, whether he/she can make eye contact and whether he/she understands the other person correctly (Yavuzer, 2007).

The main purpose of communication is to understand the other person. Communication is a product of skill and behaviour. Communication skill is an ability that can be developed. This development contributes to one's own life (Uluoğlu et al., 2007).

Communication skills are a set of abilities and competences that enable individuals to effectively transfer their knowledge, thoughts, ideas and feelings to others. These skills are required in various personal, social and professional contexts. They play a fundamental role in building relationships, resolving conflicts and achieving common goals. It covers a wide range of components such as verbal, non-verbal, listening, written, empathy, conflict resolution, presentation, interpersonal skills, negotiation. In this respect, in order to elaborate Atatürk's communication skills, which is the subject of our study, in a more understandable way, his speaking, presentation, listening, writing and thinking styles have been analyzed.

Speech

Verbal communication involves not only what is said, but

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also how it is said. In addition to the use of tone of voice and clarity, effective use of language is important.

Since Atatürk was a statesman, he had to make many speeches in front of the nation and in almost every field. His intellectual knowledge and the fact that he did not stop reading books even under difficult conditions gave him a very rich vocabulary. His determination in his speeches, his meticulous choice of words, his peaceful, courageous attitude expressing that he was not afraid of struggle always made his discourses remarkable. Especially his speeches about the future promised hope to the listeners (Gencer, 2017).

Atatürk had a clear and concise communication style. He was able to express his vision of a modern, secular Turkey in a clear and understandable way, which resonated with the public. Even during a critical period of transformation, Mustafa Kemal Atatürk skillfully conveyed his vision, ideas and leadership messages to the Turkish people through effective communication methods and techniques. His communication skills played an important role in mobilizing the public for his reforms and shaping the modern Turkish state (Turan, 2004). Mustafa Kemal Atatürk has always tried to gather the people on a common ground and has always been in contact with them. Even while explaining the revolutions, he was going to make, he always empathized with the people, praised and glorified them and ensured that they did not lose their motivation by expressing at every opportunity that they were civilized, hardworking individuals. In other words, he preferred the method of honoring his nation in his fluent speeches in order to make people accept the revolutions he was going to make (Akseki, 2013).

Although the people, who were struggling with poverty and national struggle due to the conditions of the period, were sometimes pessimistic, Atatürk's superior oratory power encouraged them again. He often made speeches that would increase their motivation, especially to the MPs who came to the parliament (Aktaş et al., 2015).

In some sources in the literature, it is frequently stated that Atatürk had a precise and decisive speech structure and that he was a strong speaker who knew very well the emphases he should make in his voice tone while speaking (Yalçın, 2006). It has always been stated that the most beautiful and clear example of this is the Nutuk (Mert and Açıkgöz, 2015).

Presentation

Presentation skills are necessary to present information in an interesting and coherent way, whether in front of a small

group or a large audience.

Non-verbal cues are as important as verbal ones in communication. These include body language, facial expressions, gestures, posture and eye contact. Each expression can convey emotions, attitudes and intentions.

Mustafa Kemal Atatürk was in constant communication not only with the Turkish people but also with the people of other nations. He demonstrated his leadership by presenting himself with his speech, gestures, and expressive attire during foreign visits and receptions as well as when he met with the leaders of other nations. His body language and tone of voice during his speeches had a great impact on people by adding meaning to what he said (Yalman, 1997).

In his public speeches, he emphasized body language and frequently stated that he was the servant of the people. The fluency and naturalness of his presentation style always increased the confidence in himself (Aşkun, 1988).

Listening

Listening involves understanding and sharing the feelings and perspectives of others. It helps to build trust, harmony and meaningful connections in interpersonal relationships. Being an active and empathetic listener is also a vital aspect of communication. Listening involves giving the speaker your full attention, asking clarifying questions, and providing feedback to show understanding and participation.

One of the most important characteristics of Mustafa Kemal Atatürk as a leader is his ability to listen and his people-oriented nature. He is remembered as a leader who did not leave the questions directed to him unanswered, did not break away from the society he was in, was human-oriented and had strong empathy skills (Inan, 1968).

In some sources in the literature, it is stated that Atatürk had great humility. Atatürk's meeting with İbrahim Çallı is given as an example for this subject. During the meeting, when İbrahim Çallı addressed him as "how great you are for listening to me", Atatürk replied, "As much as you have the right to speak, I have the right to tell this nation and make it listen to me". He responded to İbrahim Çallı, who praised him by saying "You saved this nation", with a very modest speech style by saying "Let's leave this bet and talk to me as a citizen" (Mert and Açıkgöz, 2015).

Thanks to his ability to listen, Atatürk was able to focus on his goals better and to come up with original and advanced ideas for his country and himself. He organised thought banquets every evening at Çankaya Mansion and always listened to the different ideas of different people (Gencer, 2017).

Spelling

Mustafa Kemal Atatürk, while studying at the Military Academy, published a handwritten newspaper in those years in order to share his political ideas. He was even penalized by the school administration during this period. In the following years, he published the Minber Newspaper with Ali Fethi Okyar. In addition, the newspapers he published were İrade-i Milliye and Hakimiyet-i Milliye (Mustafa Kemal Atatürk, 2023).

In 1905, he was appointed to the 3rd Army in Thessaloniki, where he translated from General Litzmann, wrote books on military affairs and poems reflecting different emotions (Gencer, 2017).

Atatürk was a leader with writing skills in various fields. There is a sincere and subtle language in his writing style. The telegrams and letters he wrote are a clear indication that he was successful in writing (Arı, 2006).

Atatürk has always been a prolific writer and his writings, including speeches, letters and articles, played an important role in disseminating his ideas and policies to a wider audience. The books he wrote during his lifetime can be listed as Nutuk, Takımın Muharebe Eğitimi, Taktik Tatbikat ve Gezisi, Bölüğün Muharebe Eğitimi, Geometri, Arıburnu Muharebeleri Raporu, Karlsbad Hatıralar, Medeni Bilgiler, Taktik Meselelerin Çözümü ve Emirlerin Yazılmasına İlişkin Öğütler, Zabit ve Kumandan ile Hasbihal, Atatürk'ten Mektuplar, Atatürk'ün Söylev ve Demeçleri, Atatürk'ün Hatıra Defteri.

Thinking

Mustafa Kemal Atatürk was not only a good soldier and statesman but also a man of ideas (Çağlar, 2000). According to Atatürk, people should be able to express their ideas freely, only in this way the bonds between individuals can be strong and society can be strengthened (Lewis, 1997).

Atatürk is a thinker. He has a good command of Western thought. Science and reason are very important for him. He attached great importance to secularism and nationalism. With this idea, he tried to give his nation a national spirit and belief (Mert and Açıkgöz, 2015).

Thanks to his fondness for books, he was a person who constantly updated his way of thinking. Thanks to the knowledge he acquired, he prepared the ground for the establishment of the republic by creating reforms and revolutions (Gencer, 2017).

In summary, Mustafa Kemal Atatürk's effective

communication skills were effective in rallying the Turkish people around the vision of a modern, secular and democratic country. His ability to convey complex ideas, inspire change and maintain the support of different segments of society contributed significantly to his success as a leader and the lasting impact of his reforms.

Concluding Thoughts

As the founder of the Republic of Turkey, Mustafa Kemal Atatürk was not only a historical figure but also an outstanding example of leadership. His leadership and communication skills were critical to the steps he took towards Turkey's modernisation and independence.

This article presents a detailed analysis to understand Atatürk's leadership and communication skills. Analyses of various leadership typologies and communication strategies reveal Atatürk's salient leadership characteristics.

Atatürk's leadership style included characteristics such as visionary, decisiveness, modernisation, social justice and nationalism.

Through his visionary leadership skills, he drew a clear road map for Turkey's future and worked with determination to follow this vision. Atatürk's transformational leadership style was not only driven by a vision ahead of his time, but he also took bold steps to transform his society. As a visionary leader, Atatürk's pivotal role in laying the foundations of modern Turkey has not only earned him respect and attention in the national arena, but also internationally.

The article analyses Atatürk's leadership and communication style through his achievements in the fields of vision, strategy, public relations, change leadership, militarist leadership and education and evaluates them in the context of contemporary leadership theories.

The modernisation reforms were important steps towards transforming Turkey as a modern nation and these reforms were communicated to and accepted by the public through communication skills. These reforms are a tangible reflection of Atatürk's leadership and communication skills. People were told that these changes were steps towards a better future for society, thus gaining public support and co-operation.

Mustafa Kemal Atatürk's leadership was characterised by his adaptability, charisma, vision and commitment to modernisation and democracy. His ability to blend various leadership styles and adapt to changing circumstances was central to his success in transforming Turkey into a modern

nation-state. His legacy has shaped Turkey's political, social and cultural landscape. Atatürk's communication skills helped him to communicate effectively with society, motivate people and publicise his policy decisions. He adopted a clear and open communication style towards people and won their support by influencing them.

In the literature review, Atatürk's communication skills were envisaged as the key role he played in strengthening his leadership position and laying the foundation of modern Turkey. In line with the obtained prediction, both concepts are analyzed together in this article. Analyses of relevant leadership theories and communication strategies reveal that communication was a key element in Atatürk's leadership process.

When it is necessary to conduct research on Mustafa Kemal Atatürk's leadership and communication skills, it is necessary to approach from a more holistic perspective. Because Mustafa Kemal Atatürk exhibited behaviours that fit many different leadership approaches and classifications throughout his life.

In conclusion, Mustafa Kemal Atatürk shaped Turkey's national identity, independence and modernisation through his leadership and communication skills. His examples of leadership and communication are not only of historical significance but are also recognized as an important reference point for leadership theories and practices. Atatürk's legacy will always be a source of inspiration for those interested in leadership and communication.

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