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İstanbul Üniversitesi, İşletme Fakültesi, İşletme İktisadı Enstitüsü,
Avcılar, İstanbul, Türkiye
Telefon / Phone: +90 (212) 440 00 00
E-mail: imj@istanbul.edu.tr
https://dergipark.org.tr/tr/pub/imj
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RESEARCH ARTICLE / ARAŞTIRMA MAKALESİ

Executive Compensation, Corporate Governance and Financial Reporting Quality: Evidence from listed firms in Nigeria

Titilope Esther Olorede[1], Segun Abogun[2], Johnson Kolawole Olowookere[3]

Abstract

In many emerging economies with less efficient market systems like Nigeria, investors tend to rely on financial reports for decision-making. Managerial opportunistic behavior is associated with the need to achieve performance-based remuneration targets. However, corporate governance mechanisms are established to monitor managerial affairs which are believed to curb such behaviors. Hence, this study assesses the influence of executive compensation on the quality of financial reports with an interactive effect of corporate governance in Nigerian listed firms. The population of the study comprised all listed companies on the Nigerian Exchange Group (NGX) from which 74 firms were selected. Executive compensation was proxied with the chief executive officer's total remuneration, and the corporate governance index was adopted as a measure of corporate governance. The discretionary accruals from the modified Jones model by Kothari, Leone, and Wasley (2005), and the accruals of Dechow and Dichev (2002) proxied for financial reporting quality. The estimation results showed that the interactive effect of executive compensation and corporate governance has a significant and negative influence on discretionary accruals, which indicates a positive relationship with reporting quality.

Keywords

Financial Reporting Quality, Agency Theory, Corporate Governance, Executive Compensation

Jel Codes: G34, M12, M41

1 **Corresponding author:** Titilope Esther Olorede, Osun State University, Faculty of Management Sciences, Department of Accounting, Osogbo, Nigeria. E-Mail: titilope.olorede@uniosun.edu.ng ORCID: 0000-0002-1857-5975

2 Segun Abogun (Ph.D.), University of Ilorin, Faculty of Management Sciences, Department of Accounting, Ilorin, Nigeria. E-Mail: segunstc@yahoo.com ORCID: 0000-0002-1765-5674

3 Johnson Kolawole Olowookere (Ph.D.), Osun State University, Faculty of Management Sciences, Department of Accounting, Osogbo, Nigeria. E-Mail: johnson.olowookere@uniosun.edu.ng ORCID: 0000-0003-3062-3156

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1. Introduction

Financial reports are a subject of interest to many people, particularly investors, academia, stakeholders, analysts, government, regulatory agencies, and firms' host communities, among others. Two schools of thought exist on the primary objective of financial reporting. One supports the 'stewardship' objective, while the other, the 'decision-usefulness' concept.

The stewardship objective of a financial statement is aimed to assess the capability of managers on the efficient use of resources entrusted to them to achieve the firm's objectives while decision- the usefulness objective reveals that financial reports are prepared to help users make a relevant decision on their investments (International Accounting Standards Board [IASB], 2018). It is believed that while financial information is prepared for making decisions, users are also able to make decisions on the integrity and effectiveness of managers in achieving the firm's objectives. Hence, it can be said that the 'decision-usefulness' objective results in the provision of information for stewardship purposes (Zeff, 2013).

Thus, the goal of reporting is to enhance decision making through the preparation and presentation of relevant information to investors and creditors on their investments (IASB, 2018; FASB, 2018).

Although quality information is used for economic decisions, the term 'quality' is complex and cannot be directly observed (Barth, Landsman & Lang, 2008). Most empirical studies have defined financial reporting quality based on measures of assessment or attributes of financial information. For instance, Palea (2013) opined that high-quality accounting information is value-relevant. The value-relevant construct refers to the relationship between accounting figures and stock price. It suggests that information is value-relevant when it explains stock returns. In other studies, measures such as income smoothing, timely-loss recognition, accruals, and benchmarking, among others are used as measures for financial reporting quality (Dechow & Dichev, 2002; Dechow, Ge & Schrand, 2010; Francis, Olsson & Schipper, 2006; McNichols 2002). Therefore, there has not been a comprehensive and acceptable definition of the concept.

Managers are significant participants in the reporting process and are solely responsible for the preparation of true and fair financial reports. The Sarbanes-Oxley Act (2002) states that the Chief Executive and Finance Officer of an entity certify the accuracy of the financial reports. Such requirements are intended to increase the managerial responsibilities for the financial report of the firm and seek to reduce managers' unethical/fraudulent behavior (Huang, Rose-Green & Lee, 2012). Notwithstanding, managers tend to be involved in deceptive practices as a result of information asymmetry. Information asymmetry occurs because of an agent-principal relationship. Therefore, Jensen and Mecking (1976), and Fama (1980) documented that the individualistic and

opportunistic behavior of managers (agents) increases the information advantage they have over shareholders (principals).

The agent-principal relationship is formed from the practice of separation of ownership and management of an entity. This leads to agency costs faced by principals where managers pursue goals at the detriment of the shareholders' interests. Policies employed to reduce agency costs include monitoring and bonding mechanisms. A major monitoring and bonding mechanism are the corporate governance and managerial incentive schemes, respectively. The principal uses the compensation package to induce agents to act in their interest. Remuneration is employed to align the interests of shareholders and managers such that the compensation plan is linked to the firms' performance (Scott, 2014).

Executive compensation scheme includes salary (including basic and other allowances), bonus schemes, stock grants, and other long-term incentives. Executive compensation has been a popular research topic with publications of highest paid executives in major magazines such as Forbes, Entrepreneur, Bloomberg etc. Compensation packages tend to be linked to performance targets; that is, the manager is paid based on his ability to meet specified performance targets (Hass, Tarsalewska & Zhan, 2016; Junaidu & Sani, 2014). However, in some cases, the performance target is not achievable, which may translate into forfeiting the bonus attached. Ordinarily, the introduction of performance targets as a basis for management remuneration should be a source of motivation, but due to the individualistic nature of humans it has led to an undesirable outcome.

Managers, in other to earn a satisfactory level of compensation, could engage in opportunistic behaviors such as the manipulation of financial information which shows a false performance of the entity. Executive compensation has been documented to influence accounting manipulations (Adeoye *et al*. 2021; Armstrong, *et al*., 2013; Hass *et al.* 2016; Hassen, 2014; Zhou, *et al.* 2018). This behavior affects the quality of financial reports prepared by these managers and the decisions made by users.

As a result of incessant corporate scandals and fraud cases, regulatory bodies developed codes of corporate governance to regulate the activities and enhance best practices in organizations. While the corporate governance mechanisms are expected to improve firms' performance, it also serves as an important system in monitoring the affairs of managers, hence, an association between both structures could improve firms' performance and by extension reporting process.

The corporate governance system plays a paramount role in solving agency problem which exists between owners and managers (Conyon, 1997). The association between corporate governance and reporting quality can be linked to information asymmetry and agency costs incurred by owners (shareholders). Amongst the numerous functions

of corporate governance is to ensure compliance with the regulatory and reporting provision, review of internal controls, and oversight of the integrity of financial reports (Securities and Exchange Commission Code, 2011). This, in turn, enhances investors' confidence in the reports produced by management.

The motivation for this research arises from the irregularities in financial statements over time which have been linked to managerial practices and a weak governance structure. Moreover, there are several sectorial governance codes issued by regulatory bodies in Nigeria. These codes include the Financial Reporting Council of Nigeria (FRCN) Nigerian Code of Corporate Governance, 2018; the Code of Corporate Governance for Banks and Discount Houses in Nigeria 2014 issued by the Central Bank of Nigeria; the SEC Code of Corporate Governance for Public Companies in Nigeria 2011 (replacing 2003 Code); the National Pension Commission's Code of Corporate Governance for Licensed Pension Fund Operators 2008; the Code of Corporate Governance for Insurance Industry in Nigeria 2009 issued by the National Insurance Commission among others. While there are issues with the unification of the Codes, the FRCN Code is to be adopted by all publicly quoted firms, and there is no policy stating the previous codes are to be disregarded. Thus, companies are to align and incorporate the Code (FRCN Code) and their sector-based governance codes. However, where there are conflicting issues, the FRCN Code is to be maintained.

Furthermore, executive compensation is pronounced in Nigeria because of the annual publication of top-paid CEOs of publicly listed firms in Nigeria (Owoeye, 2019). This emanates from empirical findings showing a significant association between executive pay and the performance of firms. Thus, this study assesses the impact of executive compensation on financial reporting quality with a moderating effect on corporate governance in Nigeria. The remaining sections of this paper include the review of relevant literature; methodology; discussion of regression results; and conclusion.

2. Literature Review and Hypotheses Development

2.1. Executive Compensation

The remuneration of managers refers to the financial rewards and benefits of top management (Akewushola & Saka, 2018). Executive compensation usually comprises a mixture of salary, bonuses, share options, and other long-term incentives taking into consideration government and regulatory policies (Adegoroye, Sunday, Soyinka & Ogunmola, 2017). Matters arising from the sensitivity of the directors' pay package to the firm's growth (Armstrong *et al*. 2013). This sensitivity is defined as a change in directors' pay for a one-percent change in equity change (Armstrong *et al*. 2013; Brick, Palia & Wang, 2013; Conyon 1997; Cooper, Gulen & Rau, 2009; Jensen & Murphy,

1990). The relationship between executive remuneration and firms' performance leads to the opportunistic behavior of managers (Adeoye, et al. 2021; Armstrong et al. 2013; Conyon & He, 2016; Johnson, Ryan & Tian, 2009; Oyerogba, Riro & Memba, 2016). Also, this affects the future operations of the firm, especially in a case, when current losses are shifted to future periods. However, studies have recommended that executive compensation policy should be reviewed to eliminate the association with performance targets (Hass *et al.* 2016; Oyerogba. et al. 2016; Sun, 2014).

In Nigeria, the relevant Company Act, Companies and Allied Matters Act (CAMA, 2004), and governance codes such as SEC Code (2011), and CBN Code (2014) set policies concerning directors' remuneration. While CAMA confers the power for setting directors' remuneration to shareholders (Section 267); SEC and CBN code states that a Remuneration Committee is set up for such purpose. Also, these regulatory bodies prohibit some specific compensation schemes except those approved by shareholders. For instance, CAMA prohibits companies from making payments for loss of office, or in connection with the directors' retirement, tax-free payments, or loans (Section 269-272, CAMA).

2.2. Corporate Governance

This is a structure of relationships that drives good corporate culture for managers and employees (Fagbemi, Abogun & Salam, 2013). Corporate governance is also concerned with the relationship among the shareholders, board of directors, management, and other stakeholders of the firm (Igbekoyi & Agbaje, 2018). In addition, the firm governance system refers to the set of processes, procedures, structures, and policies that define the way shareholders' resources are managed in an entity, to safeguard their (shareholders) interests (Abogun et al. 2016; Chi-Chi & Friday, 2016).

Corporate governance mechanisms are established to control and monitor the affairs of the firm. These mechanisms bridge the gap between the agents and principals. Also, corporate mechanisms are expected to curtail managerial opportunistic behavior. Therefore, Celik and Tian (2018) opine that better corporate governance should lead to higher economic growth through enhanced firm performance.

In recent studies, corporate governance indices are used to obtain more comprehensive information on a country's governance environment (Aguilera & Desender, 2012). La Porta *et al.* (1998); and Gompers, Ishii, and Metrick (2003) studies were the famous early studies that developed corporate governance indices. Since then, governance indices have been developed in various studies, though with varying components.

This study adopts the self-constructed corporate governance index in the study of Munisi and Randoy (2013). There are five sub-divisions of the index. These are

the Board of Directors, Remuneration committee, Audit committee, Disclosure and transparency, and Shareholders' rights. This is not an exclusive index that identified all the components of corporate governance, however, it identified important and sufficient governance mechanisms identified in the several corporate governance codes in Nigeria such as FRCN Code (2019), SEC Code (2011), and CBN Code (2014). The index identifies relevant components and requirements of these divisions.

2.3. Financial Reporting Quality

Reporting quality is the extent to which reported earnings faithfully represent underlying economic conditions and reflect the underlying accounting concepts (Mazzioni & Klann, 2018; Yoon 2007). Umobong (2016) opine that the quality of a financial report is to a degree at which financial information helps users to meet their decision needs regarding relevance, reliability, timeliness, comparability, and understandability. Furthermore, this is the ability through which financial reports communicate relevant information to stakeholders on a firm's activities especially its expected cash flows (Verdi, 2006).

This study considers reporting quality as the degree of usefulness of financial information in making an accurate and precise decision by users of financial statements. That is, the extent to which reliance can be placed by users on the accuracy of the information in the financial statement for relevant decision-making because the financial reporting system facilitates capital allocation decisions (Habib & Jiang, 2015).

A financial report is a communication tool revealing the performance of the company over a specific period. More so, credible financial reports mitigate agency costs (Jensen & Meckling, 1976). Therefore, high reporting quality is perceived to reduce information asymmetry. Ultimately, financial reporting serves several different expected outcomes, this includes economic growth. Although, the quality of financial reports does not drive economic growth directly; this growth is enhanced through several areas which include good business performance. Hence, the quality of financial reports may be defined as the measure to which the information on the financials is in line with the underlying economic events (Chen, Tang, Jiang & Lin, 2010). Thus, aligning the objective of financial reports by the IASB and FASB, financial reports provide information on decision-making investment (FASB, 2018; IASB, 2018).

Quality is subjective and might be difficult to define. As such, various studies employ earnings attributes as a reporting quality measure. In the extant literature, financial reporting quality is proxied with measures of earnings quality because earnings are much easier to detect and it serves as a paramount measure of the process of reporting

(Francis *et al.* 2006; Menicucci, 2020). By this, varying measures used to proxy for financial reporting quality include accruals, value relevance, persistence, smoothing, and predictability among other qualities (Choi & Pae, 2011; Dechow *et al*, 2010; Ewart & Wagenhofer, 2011; Istianingsih, 2021). In other studies, financial reporting quality indices have been developed based on the characteristics of financial information pointing to the limitation of financial-based measures (Beest, Braam & Boelens, 2009; Braam & Beest, 2013; Mahboub, 2017).

The study hypothesizes that:

H1: Executive compensation is negatively and significantly associated with the financial reporting quality of listed firms on the Nigerian Exchange Group.

H2: Corporate governance is positively and significantly related to the quality of financial reports of listed firms in Nigeria.

H3: The interactive effect of executive compensation and corporate is positively significant to the financial reporting quality of quoted firms in Nigeria.

3. Study Methodology

3.1 Population and Sample selection

The study population consisted of quoted firms on the Nigerian Exchange Group (NGX) as of 31st December 2021. The research covered the period from 2012 to 2018.

However, the sample used in the study was based on the following filters:

Table 1
Sample Filter and Selection

Sample	**Number of firms**
Listed firms as at year end 2021	156
Companies with incomplete records	(26)
Firms without executive compensation disclosure	(48)
Final sample for the study	*74*

For a firm to be selected, it must be publicly listed as of 2012. The selected year 2012 was chosen as the base year due to the adoption of IFRSs in Nigeria which affects the quality of financial reports. The firm must have complete data on executive compensation from the period 2012 to 2018. Companies that did not disclose information on executive compensation were excluded from the study. As a result, seventy-four (74) companies were selected including financial institutions which met the above requirements.

3.2. Model Specification

The panel data model is specified as:

$$FRQ_{it} = \beta_0 + \beta_1 COMP_{it} + \beta_2 CG_{it} + \beta_3 COMP*CG_{it} + \beta_4 TENURE_{it} + \beta_5 SIZE_{it} + \beta_6 LEV_{it} + \beta_7 AUDTYP_{it} + \beta_8 SHARE_{it} + \varepsilon_{it} \quad \text{.....(3.3)}$$

Where,

FRQ = financial reporting quality

COMP = executive compensation

CG = corporate governance

TENURE = executive tenure

SIZE = size of firm

LEV = leverage

AUDTYP = audit firm type

SHARE = executive shareholdings

'it' = the cross sectional and time series of a panel data set

μ = unobserved determinant of financial reporting quality

3.3 Variables Measurement

Table 2
Variable Measurement

Variable	**Variable description**	**Acronym**
Explained Variable Financial Reporting Quality	i. Absolute values of discretionary accruals from the modified Jones model by Kothari, Leone and Wasley (2005) were used which gives an inverse relationship with reporting quality. ii. Accrual quality measure by Dechow and Dichev (2002). The standard deviation of the residuals in the model was used to proxy financial reporting quality.	FRQ
Explanatory Variables	Measured as the logarithm of CEO compensation	COMP
Executive Compensation		
Corporate governance	Measured by the corporate governance index of Munisi and Randoy (2013)	CG

Control variables Firm size	This measured the size of a firm as the logarithm of total assets	SIZE
Leverage	Leverage is determined as the ratio of long debts to total assets. This controls for differences in capital structure	LEV
Audit type	A dummy variable was employed to measure the audit type, where Big 4 firms are represented as, '1', and '0' for non-big 4.	AUDTYP
Executive tenure	A dummy variable where a CEO serve for a period more than three (3) years it is proxied as 1 and otherwise, as 0.	TENURE
Executive shareholding	Measured as the percentage of shareholdings of CEO of listed firms.	SHARE

Source: Authors' compilation

This study employed two accrual-based measures for financial reporting quality.

i. The modified Jones model by Kothari, Leone, and Wasley (2005) is employed in this research consistent with prior research (Hassen 2014; Miko & Kamardin, 2015). This is stated in equation (3.1):

$$ACC_{it}/TA_{t-1} = \lambda_{i+}\lambda_1 (1/TA_{it-1}) + \lambda_2(\Delta REV_{it}/TA_{it-1}) + \lambda_3(PPE_t/TA_{it-1}) + \lambda_4(ROA_{it}/TA_{it-1}) + \varepsilon_{it} \ldots\ldots (3.1)$$

ACC = This is accruals computed as Net income - cash flow from operations (CFO),

TA_{t-1} = lag of total assets

PPE = gross property, plant, and equipment.

REV = difference in revenue defined as $revenue_t - revenue_{t-1}$,

ROA = return on assets calculated as net income divided by total assets

Residual values from equation (3.1) provide the discretionary accruals (DA). This is used to proxy for reporting quality. This study employed the absolute values of the discretionary accruals which give an inverse relationship with reporting quality. Therefore, where the absolute value of discretionary accruals is high, this implies lower reporting quality. This is consistent with the study of Hassen (2014); Hope et al. (2013); Jung (2014); Krishnan (2011).

ii. Also, this study employed the accrual measure by Dechow and Dichev (2002). McNichols (2002) modified Dechow and Dichev (2002) model in two ways; Firstly, by including revenue growth to reflect the firm's performance and property, plant, and equipment which broadened the model by including depreciation (Dechow *et al*. 2010).

This is shown in equation 3.2:

$$ACC_{it} = \delta_0 + \delta_1 CFO_{it-1} + \delta_2 CFO_{it} + \delta_3 CFO_{it+1} + \delta_4 \Delta REV_{it} + \delta_5 PPE_{it} + \mu_{it} \ldots\ldots (3.2)$$

Definition of variables:

ACC= This is total current accruals calculated as difference in working capital (Δ in current liabilities – Δ in current assets – Δ in cash) + changes in debt in current liabilities

CFO_{it} = current year cash flow from operations,

CFO_{it-1} = lag of cash flow from operations,

CFO_{it+1} = cash flow from operations in the following year

ΔREV = change in revenue.

PPE = property, plant, and equipment

The accruals tries to separate accruals based on firms' fundamental performance and accruals induced by manipulation in earnings (Dechow *et al.* 2010).

3.4 Estimation Technique

The multiple regression analysis was adopted in estimating the model specified. To determine the most suitable estimates between the Pooled Ordinary Least Square (OLS) and the Random/Fixed Effects, the study employed Breusch Pagan Lagragian Multiplier (BP-LM). More so, to select the suitable model between the fixed and random estimates, the Hausman test was run.

4. Results and Discussions

4.1 Summary Statistics

Table 3 reports the mean, minimum and maximum values, the number of observations of the endogenous variable (Financial Reporting Quality), and each of the exogenous variables (Executive Compensation, Corporate Governance, Interaction between Executive Compensation, and Corporate Governance, CEO Tenure, Firm Size, Leverage and Audit Type).

The result in Table 3 showed the financial reporting quality in the selected firms (measured by absolute discretionary accrual) ranges from 0.0007 to 0.9998, it has a mean value of 0.5160 with a deviation from the mean of 0.4002. While the standard deviation from the accruals of Dechow and Dichev (2002) was 0.1045, and an average value of 0.0894. Also, the log of CEO compensation (a measure of executive compensation) ranges from 5.858 million to 15.244. The average CEO's compensation is 10.840.

The table also reveals that the corporate governance of the selected firms has an average value of 29.446, this indicates the level of compliance of companies with the relevant corporate governance codes. The minimum and maximum values of the

governance index were 21 and 36 respectively. Firm size reveals a maximum and minimum value of ₦22.324 and ₦12.931 billion. Also, the size of these firms is an average ₦17.271 billion. This indicates the average size of Nigerian listed firms. The shareholdings of CEO in the firms revealed an average value of 0.013 indicating that generally, CEOs had little holdings in the company.

Financial leverage on average is 0.412 indicating that majority of the companies selected are lowly geared while the value of leverage ranges from 0 to 1.8995. CEO tenure and Audit type measured with the dummy variables ranged from 0 and 1 respectively. They revealed mean values of 0.480 and 0.693 with a deviation of 0.500 and 0.461 respectively.

Table 3
Summary Statistics

Variable	**Obs**	**Mean**	**Standard Deviation**	**Min.**	**Max.**
Dependent Variable					
FRQ*:* Model 1	518	0.5160	0.4002	0.0007	0.9998
Model 2	518	0.0894	0.1045	0.0415	0.8048
Independent Variables					
COMP	518	10.840	1.492	5.858	15.242
CG	518	29.4464	3.6363	21	36
COMP*CG	518	320.4873	66.0209	158.164	533.462
Control Variables					
TENURE	518	0.440	0.500	0	1
SIZE	518	17.271	2.0670	12.931	22.324
LEV	518	0.441	1.542	0	1.8995
AUDTYP	518	0.6934	0.461	0	1
SHARE	518	0.129	0.487	0	0.358

Source: Authors' Computation

4.2. Model Estimation Selection

Pre-estimation tests were carried out to determine the appropriateness of the model to be used in this research. The BP-LM Test was conducted to determine if the cross sections are similar. In addition, the Hausman test was conducted to test the consistency between the random and fixed effects model.

According to Table 4, the BP- LM Test of the Modified Jones model produced a chi-square of 21.71 with a prob-value of 0.0000, this rejects the hypothesis that the variance of the random effect is zero, depicting that the Pooled OLS model is inappropriate for the model. The Hausman test reported a chi-square of 7.45 with a *prob*-value of 0.0647 thus indicating that the null hypothesis is strongly rejected.

This was consistent with the result of Dechow and Dichev (2002) which produced a BP-LM chi-square of 148.56 (*prob*-value: 0.0000), rejecting the pooled OLS model. Furthermore, the Hausman test reported a chi-square of 36.93 (*prob*-value: 0.0000).

This reveals that the result from the fixed effect model depicts a consistent and appropriate estimate in contrast to the random effect model, therefore the results from the fixed effect estimate are interpreted to explain the relationship of CEO compensation and governance on financial reporting quality in the quoted firms in Nigeria.

Table 4
Model Selection Procedure

Model 1:Discretionary accruals Kothari et al. (2005) Breusch Pagan LM Test:			*Model 2: Dechow and Dichev (2002)* Breusch Pagan LM Test:		
Chi-square	*prob*-value	Hypothesis	Chi-square	*prob*-value	Hypothesis
21.71	0.0000***	Reject	148.56	0.0000***	Reject
↓			↓		
Hausman test			Hausman test		
Chi-square	*prob*-value	Hypothesis	Chi-square	*prob*-value	Hypothesis
7.45	0.0645*	Reject	36.93	0.0000***	Reject
Fixed effect model			Fixed effect model		

Note ***, ** and * denote statistically significant at 1%, 5% and 10% respectively.

4.3 Model Estimation Result

The result of the modified discretionary accruals of Kothari *et al.* (2005) is presented in Table 5. The coefficient of executive compensation is 0.562 (p-value =0.000 <0.001), implying a positive and significant relationship between executive compensation on discretionary accruals i.e., executive compensation increases discretionary accruals, thus, reducing the quality of financial reports. Corporate Governance showed a positively significant relationship of 0.252 (p-value = 0.000) on discretionary accruals. This depicts that those firm governance mechanisms have a significant effect on the quality of financial reports.

The interaction of executive compensation and corporate governance on discretionary accruals revealed a coefficient of -0.02307 (prob-value = 0.000). The result connotes a different relationship as against the separate results of the independent variables on the dependent variable. That is, executive compensation enhances reporting quality with the level of corporate governance mechanisms in the company. Also, corporate governance could improve the credibility of financial reports depending on some level of executive compensation. The result of the regression using the Dechow and Dichev (2002) measure is consistent with the result of the modified Jones model discretionary accruals, with a positive relationship of executive compensation on accruals (coeff. 0.2076, p-value = 0.005). In addition, corporate governance is found to positively influence accruals quality (coeff. 0.0487, p-value= 0.045), however, the interacting effect of executive compensation and corporate governance on accruals quality revealed a negative significant relationship with a coefficient of -0.0057 (p-value = 0.017).

Executive characteristics showed only CEO tenure revealed a significant effect on discretionary accruals of -0.077 (*p*-value = 0.056) using Model 1. Therefore, the increase in the tenure of a CEO indicated a positive effect on the quality of reports prepared by management. However, the second measure employed (accruals quality) revealed a significant relationship between several shareholdings of executives and firms' reporting quality with a co-efficient value of 0.7631 (*p*-value = 0.010).

The results of other control variables showed that firm size, leverage, and audit type are insignificantly related to discretionary accruals. While firm leverage showed a negatively significant (coeff. -0.0247, *p*-value = 0.000) relationship with financial reporting quality with the Dechow and Dichev (2002) measure.

4.4 Discussion of Findings

The study results revealed executive compensation that has a positive significant effect on discretionary accruals. The finding portrays that the executive incentive scheme appears to motivate opportunistic behavior concerning the preparation of the report. Also, the findings depict that managers engage in the manipulation of financial reports to enhance their compensation scheme; therefore, the quality of financial reports is negatively affected when executive compensation is increased. This finding is in support of the studies of Adeoye et al. (2021), Conyon and He (2016), Hass et al. (2016), and Zhou et al. (2018) which documented a high executive compensation served as a motivation to engage in fraudulent practices. Therefore, executive compensation is reduced to curb manipulations or false reports. The studies showed that equity incentives led to higher corporate fraud while cash-based compensation had a negative yet significant impact on the propensity to commit corporate fraud. However, this contradicts the evidence shown by Armstrong *et al.* (2013), Hassen (2014), and Sun (2014) who upheld the pay-for-performance scheme.

Corporate governance which serves as a monitoring mechanism employed to mitigate the excesses of management revealed a significantly positive effect on discretionary accruals. The result connotes that corporate governance mechanisms employed do not enhance the quality of the financial report. Besides, compliance with the corporate governance code was documented to be high, however, it is found to reduce reporting quality. However, the interactive effect of executive compensation and corporate governance revealed a significant negative effect on discretionary accruals which indicates an enhanced reporting quality. The interaction indicates that executive remuneration could improve reporting process and quality with the presence of corporate governance mechanisms while corporate governance in association with a well-structured executive compensation also increases the quality of financial reports. Therefore, this result supports the agency theory that executive compensation could be employed to

ensure shareholders' interests are met, thus curbing information asymmetry. More so, corporate governance mechanisms serve as monitoring systems in the firm ensuring the achievement of the firm's goals. Executive compensation and corporate governance mechanisms might not achieve quality financial reports independently as found in the estimation results.

Hence, the interaction of these variables ensures that executive compensation with a greater extent of corporate governance structure enhances financial reporting quality. Also, governance mechanisms depending on executive compensation improve the quality of financial reports.

Concerning control variables, CEO tenure and shareholdings revealed a significant impact on reporting quality indicating that the period of appointment of an executive in a firm positively influences the quality of the report prepared. This supports the notion that the longer an executive stay in a company, he/she is familiar with the reporting process, thus, can ensure that true and fair reports are published. Also, managerial shareholdings may serve as an incentive to also align shareholders' goals and enhance firm performance. This is tandem with the studies of Hass et al. (2015); and Jayaran and Milbourn (2012), where it was noted that the tenure of an executive director in a company is an indication of the executive power in decision-making which can be used to influence the financial reports. This is contrary to the findings of Conyon and He (2016), Huang et al. (2012), and Johnson et al. (2009) where it was argued that the tenure of a CEO enhances the probability of manipulations in the financial reports through collaboration with other employees.

The estimates revealed that firm leverage is significant to firms' reporting quality. The result concludes that firm debt structure does influence reporting quality. This study provides evidence similar to the findings of Al-Asiry (2017), Armstrong *et al*., (2013), Choi and Pae, (2011), Mahboub, 2017, Istianingsih (2021), and Zhou *et al.* (2018) who found that firms' debt may influence earnings management.

Other variables, audit type, and firm size have a non-significant relationship with financial reporting quality. The result from the size of the firm may arise from the complex financial reporting process from large transactions in large firms. Audit firm assume that the Big 4 audit firm have more resources and expertise in limiting managers' manipulative reporting behavior. However, this study found a contrary result revealing an insignificant effect, this means the audit firm engaged does not influence the quality of financial reports produced.

Table 5
Model Results

Dependent variable FRQ	*Model 1:* Discretionary accruals Kothari et al. (2005)		*Model 2:* Dechow and Dichev (2002)	
	coeff.	prob-value	coeff.	prob-value
Independent variables				
COMP	0.5615	0.000***	0.2076	0.005***
CG	0.2515	0.000***	0.0487	0.045**
COMP*CG	-0.0231	0.000***	-0.0057	0.017**
Control variables				
TENURE	-0.0765	0.056*	-0.0100	0.470
SIZE	0.0215	0.145	0.0131	0.402
LEV	-0.0194	0.130	-0.0247	0.000***
AUDTYP	-0.0290	0.530	0.0410	0.335
SHARE	0.1494	0.717	0.7631	0.010***
Model Stat.				
R^2 Within	0.127		0.1068	
F. Stat./Wald Chi^2	1.51	0.016	5.71	0.000

Source: Authors' Computation
Note ***, ** and * denote statistically significant at 1%, 5% and 10% respectively.

5. Conclusion

This study examined the influence of executive compensation and corporate governance on financial reporting quality. The results of this study contribute to the existing and growing literature on executive compensation, corporate governance as well as financial reporting quality. The study employed an index as a measure of corporate governance rather than individual mechanisms in past studies. Specifically, the study showed the interaction of executive compensation and corporate governance had a positive and significant effect on the financial reporting quality of Nigerian firms. Therefore, this study recommends the following:

i. Executive compensation should be constantly reviewed to ensure its consistency with firms' objectives. Also, while setting performance targets, proper care should be taken on targets that tend to motivate financial reports' manipulations.

ii. Corporate governance mechanisms especially the board of directors are advised to be actively involved in the monitoring reporting process to enhance quality financial reports.

iii. There are various corporate governance codes established by regulatory bodies in Nigeria, it is advised that these governance codes be harmonized to eliminate complications in adoption by firms.

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RESEARCH ARTICLE / ARAŞTIRMA MAKALESİ

The Moderating Role of Perceived Supervisor Support on the Relationship Between Organizational Dissent and Intention to Leave

Merve Koçoğlu Sazkaya[1], Eray Tuğrul[2]

Abstract
The goal of this study is to analyze the relationship between organizational dissent, perceived supervisor support and intention to leave. A review of the literature did not yield many academic studies on the concepts of organizational dissent, perceived supervisor support and intention to leave. Therefore, the originality of this research is that it fills the gap mentioned in the literature. In addition to making a literature review about the concepts mentioned in the study, it is aimed to determine the role of perceived supervisor support on the relationship between organizational dissent and intention to leave. For this purpose, quantitative research was carried out with 313 white-collar employees who were also studying in foundation universities in Istanbul. According to the results of the research, it is determined that there are significant relationships between organizational dissent, perceived supervisor support and intention to leave. Another result of the study is that perceived supervisor support has a moderator role on the relationship between organizational dissent and intention to leave.

Keywords
Organizational Dissent, Perceived Supervisor Support, Intention to Leave

Jel Code: M1, M10, M12, M19, O15

1 **Corresponding author:** Merve Koçoğlu Sazkaya (Doç, Dr.), Marmara Üniversitesi, İşletme Fakültesi, Yönetim Organizasyon Anabilim Dalı, İstanbul, Türkiye. E-Mail: merve.kocoglu@marmara.edu.tr ORCID: 0000-0002-8949-2739
2 Eray Tuğrul, Hexagon Tasarım ve Mühendislik A.Ş., Kocaeli, Türkiye. E-Mail: eraytugrul@gmail.com ORCID: 0000-0003-4440-1044
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Introduction

Nowadays, one of the most significant issues of organizations is to satisfy their employees. Although organizations try to satisfy their employees, they sometimes face unsatisfactory conditions. When employees are not satisfied, they often share their disagreements and conflicts with each other. In this case, employees make organizational dissent. However, organizational dissent can be seen as risky by employees, because they think that organizational dissent will negatively affect their livelihoods, professionalism, and relationships with their colleagues. For this reason, employees may remain reserved while expressing their disagreements.

In cases when employees cannot voice their disagreements and opinions in the workplace, when they make organizational dissent and do not receive a response or when their expectations are not met, their intention to leave will increase. However, one of the most important factors for the sustainability of organizations in today's competitive environment is to ensure the continuity of their employees.

There are many factors that ensure the continuity of employees in the workplace. One of them is supervisor support. If employees feel that their managers are with them in all conditions, they will receive supervisor support. Employees who feel that their supervisors are with them may not intend to leave their job.

However, managing organizational dissent is very important for the sustainability of businesses. Because organizational dissent is needed in order to resolve conflicts and problems, to develop the organization and to generate new ideas. In addition, employees who think that their manager is with them will be able to express their ideas and thoughts easily with the perception of supervisor support. In addition, employees who receive support from their supervisor may want to continue in their organizations instead of intending to leave. In this way, organizations can survive in a competitive environment and ensure their sustainability.

Within this scope, in the literature section, a literature review about organizational dissent, perceived supervisor support and intention to leave will be given. In the research section, there will be research on white-collar workers who are studying at a foundation university and who are working. In this research, the role of perceived supervisor support on the relationship between organizational dissent and intention to leave will be discussed. An examination of the related literature reveals a lack of research done on the concepts of organizational dissent, perceived supervisor support and intention to leave. This information gap is the source of motivation for this research. Additionally, as this study was conducted with white-collar workers from different sectors, it is thought that this study will yield diverse results. Therefore, it is thought that this study will contribute to the literature.

Literature Review

Organizational Dissent

As a concept, dissent has been a dominant theme in all processes in the history of humanity (Redding 1985). Although dissent has generally been dealt with in political science, today it also attracts attention in management science. For this reason, this concept has started to be analyzed in the context of intra-organizational relations and the concept of organizational dissent has emerged (Özdemir, 2010).

Kassing (1998, p.183) describes organizational dissent as "feeling apart from one's organization and expressing disagreement or contradictory opinions about one's organizations". In other words, organizational dissent occurs when a member of an organization has different feelings from the organization and the person expresses opposing or contradictory ideas or disagreement about the organization (Kassing, 1998).

If members of an organization express their opposing and negative opinions about the work they do or the work done in the workplace, they will make organizational dissent (Al-Busaidi 2014; Ingwar 2014; Özdemir 2010). In addition, organizational dissent is also an expression of employees' opinions about policies, processes, or practices in the organization (Graham 1986; Kassing 1997b). Besides, organizational dissent is not only an attitude towards managers and management in the organization, but also includes the views and differences of opinions of the employees with each other (Graham 1986).

Organizational dissent is accepted as destructive behavior (Kassing 2011a; Kassing 1997b). However, organizational dissent is not just opposition to something. Organizational dissent aims at the development of the organization by bringing new perspectives, situations and problems to organizations. Therefore, in an organization with an understanding of organizational dissent, employees will be able to express their problems freely (Sadykova and Tutar 2014). The concept of organizational dissent has been discussed in three dimensions according to Kassing (1997a). These are articulated dissent, latent dissent, and displaced dissent.

According to Kassing (1997b, p.327), articulated dissent occurs "when employees express their dissent within organizations to audiences that can effectively influence organizational adjustment." In other words, articulated dissent is employees' expressions of their opposing views about organizational policies and practices to their managers (Ingwar 2014; Kassing 1997b). When the members of an organization believe that the issues they oppose will be perceived constructively and positively, they dissent upward. For this reason, articulated dissent emerges in situations that are constructive and will be perceived positively by the managers (Al-Busaidi 2014; Kassing 1997b).

Latent dissent occurs "when employees believe that they possess comparatively poorer quality relationships with their supervisors, when their organizations are comparatively intolerant of employee feedback, and when they register comparatively low levels of satisfaction and commitment" (Kassing 2011b, p.227). In other words, latent dissent occurs when employees express their dissenting opinions to their friends in the organization with the fear that their interests will be harmed. Therefore, latent dissent arises when the members of an organization cannot express themselves to their managers (Kassing and Avtgis 1999).

According to Kassing (1997b, p.327) displaced dissent occurs "when employees choose to express their dissent to external audiences, to ineffectual internal audiences, and in concert with other employees. External audiences include nonwork friends, spouses/partners, strangers, and family members." In displaced dissent, employees express their dissenting opinions to people outside the organization. Thus, they reduce the hostile behaviors that may occur against them within the organization (Avtgis et al. 2007). In addition, employees in displaced dissent may not think of leaving their organizations, but they leave the organization psychologically by sharing these oppositional views with people outside the organization (Kassing 1997b).

Among the main causes of organizational dissent are role conflict (Garner 2006), insensitive behavior by management to the needs of employees (Redding, 1985), lack of communication of employees with each other, ineffective decisions, injustice in resource allocation, low performance of organizational members (Kassing 1997b) and illegal practices in the organizations (Kassing 1997a).

Organizational dissent enables organizations to adapt to changing conditions and be sustainable (Kassing 2011a). In addition, organizational dissent has many positive results such as increasing innovation and creativity (Aksel 2013), job satisfaction (Lutgen-Sandvik et al. 2011; Avtgis et al. 2007), perception of justice (Avery and Quinones 2002), and improving decision-making processes (Hegstrom 1990; Redding 1985). However, when managers do not consider or suppress the employees' dissenting issues, the organization becomes autocratic by moving away from being a democratic structure. This situation may cause polarization, discrimination and conflicts within the organization and increase the intention to leave (Shahinpoor and Matt 2007).

Perceived Supervisor Support

Perceived supervisor support is the manager's friendly and helpful behavior towards his employees and socio-emotional conduct with them (Rhoades, et. al., 2001). According to another definition, perceived supervisor support is how much managers value the contributions of employees (Alkhateri, et al., 2018) and the degree to which they care about their well-being (Janse van Rensburg, 2017). In other words, perceived supervisor

support is the general view that managers care about the welfare of their employees (Maertz, et al., 2007). Therefore, managers' perception of positive employee behavior increases the employees' perception of supervisor support (Pekdemir, et al., 2013).

Perceived supervisor support has many positive outcomes, such as increasing motivation, job satisfaction (Alkhateri, et al., 2018), commitment (Gagnon and Michael, 2004), organizational citizenship behavior (Gordon, et al., 2019), work engagement (Janse van Rensburg, 2017), trust (Gagnon and Michael, 2004) and employee performance (Arici, 2018). In addition, both physical and mental health of employees who receive support from their supervisor will be positively affected (Arici, 2018; Janse van Rensburg, 2017).

Moreover, the fact that managers take care of their employees and pay special attention to them also increases the quality of the relationship between them (Rhoades, et al., 2001). If the relationship between the employee and the supervisor is good, intention to leave may decrease. In other words, supervisor support reduces employees' intention to leave (Arici, 2018; Alkhateri, et al., 2018; Dysvik and Kuvaas, 2013; Gagnon and Michael, 2004; Maertz, et al., 2007).

In addition, according to Janse van Rensburg et al (2017), employees leave their supervisors, not their workplaces. In other words, organizations can reduce their employees' intention to leave with increased supervisor support (Kalidass and Bahron, 2015). Besides, supervisor support is also important in terms of providing an environment where employees can freely express their ideas. In other words, employees can develop and express their ideas and offer solutions to organizational problems thanks to the support they receive from their managers (Škerlavaj, et al., 2014). Therefore, when employees freely express their ideas, they make organizational dissent (Sadykova and Tutar 2014).

Intention to Leave

Intention to leave is an employee's desire to leave an organization (Mobley, 1979). Before an employee leaves the job, he/she has an intention to leave (Bedeian 2007). Intention to leave consists of "destructive and active actions of employees when they are not satisfied with their working conditions" (Khalique, et al. 2018). In addition, intention to leave is the tendency of the employee to leave the social system on his/her own initiative (Gaertner 1999).

Researchers have sought answers to the question of why employees leave their companies. As a result of these studies, job dissatisfaction, weak organizational commitment (Yavan 2017), low wages (Chang and Chang 2008), employer's failure to meet employee expectations, increased workload, physical conditions in the workplace

(Onay and Kılcı 2011), work stress, and loneliness and mobbing at work (Yenihan et al., 2014) have been stated the reasons for employees' intention to leave. In addition, employees may intend to leave their job when there are job alternatives where they can work in better conditions (Bartlett 1999). Also, according to Graen et al. (1982) and Munn et all. (1996), lack of supervisor support may lead to turnover intention. Therefore, employees who do not receive support from their supervisor may intend to leave (Hatton and Emerson, 1998).

Intention to leave has positive and negative consequences. Among the negative results, compensation paid to employees as well as time and money spent on hiring a new employee bring additional costs (Şahin, 2011). In addition, the loss of a senior or experienced employee by leaving the job may cause an increase in job stress and decrease in employee satisfaction for the employees remaining in the organization. This situation may decrease the income, profitability, and efficiency of the organization in the long run (Demirbaş and Haşit 2016). In addition, when employees leave their jobs, it may result in their transferring confidential information, processes, and strategic decisions of their businesses to rival businesses (Güzel 2019).

However, employee turnover can be beneficial in certain situations. Employees who have high seniority often earn higher wages. Replacing high-paid employees with low-paid new and young employees will contribute positively to the budget of the organization and result in savings (McKnight, 2002). In addition, since employees who intend to leave their job will have low commitment to the organization, it can offer the organization the opportunity to find replacement employees with enthusiasm and the desire to work, instead of keeping low-performing employees (Sirota and Klein, 2013).

Research Methodology

Purpose and Importance of the Research

Today, employees are often faced with unsatisfactory and contradictory environments in their organizations. Employees generally want to share these negative experiences. However, employees often have conflicts in expressing these situations because of the risk of losing their jobs and the thought that their relationships with their managers and colleagues may be endangered. In cases where employees can express these negative experiences, they make organizational dissent.

As the disagreements and opposing opinions of the employees within the organization increase, they want to express them. If the employees have a perception that they receive support from their supervisors and they think that their supervisors value them and care about their ideas, they will be able to make organizational dissent. In addition, employees who think that their supervisor is there for them in all circumstances may

not show an intention to leave because they have positive communication with their supervisor.

However, employees who dissent to their organization may intend to leave their job when their expectations are not met. Employees who intend to leave their job may leave the job at the end of this process or they may not and continue in their organizations. However, in both cases, it can have negative consequences for organizations. In situations that result in leaving the job, the organization may lose valuable employees. In cases that do not result in leaving the job, the productivity of the employees may decrease. This situation is very important for the sustainability of organizations in a competitive environment.

Within this scope, the concepts of organizational dissent, perceived supervisor support and turnover intention are very important in terms of the sustainability of organizations. Therefore, as stated above, it has been thought that the concepts may be related to each other. In addition, according to the literature review, studies on the concepts of organizational dissent, perceived supervisor support and intention to leave have not been discussed much before, which has been the source of motivation for this research. Additionally, this study has gained originality due to the opinion that it will increase the diversity of the results because it is conducted with white-collar workers working in different sectors.

Participants and Sampling of the Research

This research was carried out on white-collar workers who were studying in foundation universities in Istanbul and working in different sectors. The reason the study was conducted with graduate students was thought to be that these people tend to improve themselves and that they can transfer the knowledge or ideas they have acquired to their businesses without hesitation. Moreover, if the research was conducted in businesses, the employees may not have been objective while answering the statements about the concepts of organizational dissent, perceived supervisor support and intention to leave. It has been learned that 812 students have active registration from the student affairs of the university. The sample size was determined as 204 from a population of 812 participants, at a 95% confidence interval and 5% significance level. A convenience sampling method was used. The data was obtained from 313 respondents.

Research Model, Variables and Hypothesis of the Study

In this research, there are three variables. The independent variable is organizational dissent. The dependent variable is intention to leave. The moderating variable is perceived supervisor support. The moderating variable is a variable that affects the strength and direction of the relationship between the independent variable and the dependent variable (Baron and Kenny,1986).

The research model is given in Figure 1. It has been demonstrated that there is moderating role of perceived supervisor support on the relationship between organizational dissent and intention to leave.

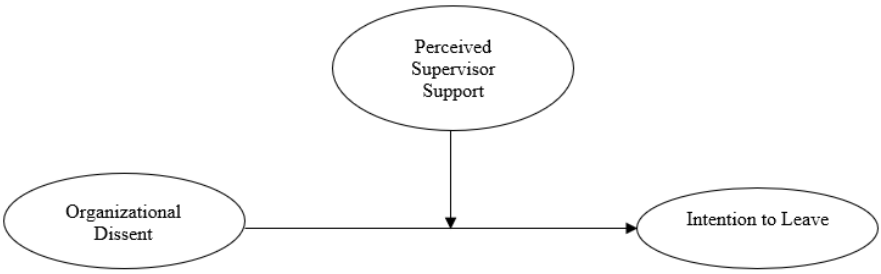

Figure 1. *Research Model*

According to the research model, the research hypothesis is determined as:

H1: Perceived supervisor support significantly moderates the relationship between organizational dissent and intention to leave.

Measurement Instrument of the Research Variables

A survey method was used in this research. Organizational dissent was measured by a scale developed by Kassing (1998). This scale consists of 20 items with 3 dimensions: articulated dissent, latent dissent, and displaced dissent. Perceived supervisor support was measured by the scale developed by Eisenberger et. all. (1986) with 8 items. Intention to leave was measured by the scale developed by Mobley (1979) with 3 items. The items in all three scales have been measured by using a 5-point Likert type scale.

Findings

Descriptive Statistics

57 % of the participants were men, and 43% of them were women. 53% of the respondents indicated they were married, and 30% of them had children. 20% of respondents at under 25, 27% at 26 to 30, 26% at 31 to 35, 27% at 36 and above ages. The percentage of employees were 80% and 20% of them were managers. Participants' occupation tenure was 26% at 1 to 4 years, 30% at 5 to 8 years, 17% at 9 to 12 years, 27% at 13 years or more. Participants' current company tenure ranged from 23% at and under 1 year, 36% at 2 to 4 years, 20% at 5 to 7 years, 21% at 8 years or longer. Participants' current manager tenure was 41% at and under 1 year 38% at 2 to 3 years, 21% at 4 years or more.

Factor and Reliability Analysis of Variables

Organizational dissent scale KMO value was 0.90, perceived supervisor support scale KMO value was 0.93, intention to leave scale KMO value was 0.78. All of them were found significant at 0.000 level.

According to Hair (1998) factors with high cross loadings must be excluded. Therefore, the organizational dissent scale item 4 which was *"I do not question management"* was eliminated. The original of the organizational dissent scale consisted of 3 dimensions called "articulated dissent", "displaced dissent", and "latent dissent". In the factor analysis, it was found that organizational dissent was measured with three dimensions as in the original scale in this study. "Articulated dissent" factor loading values were found between 0.86- 0.58; "displaced dissent" factor loading values were found between 0.84- 0.70; "latent dissent" factor loading values were found between 0.75- 0.65. Explained variances of 3 factors and the total explained variance of the scale were found as: "articulated dissent" as the 1st factor explains 26% of the variance, "displaced dissent" as the 2nd factor explains 22% of the variance, and "latent dissent" as the 3rd factor explains 15% of the variance. The total explained variance was 63%.

According to the result of reliability analysis regarding the organizational dissent scale, Cronbach Alpha was 0.90, perceived supervisor support scale, Cronbach Alpha was 0.95 and the intention to leave scale Cronbach Alpha was 0.97.

As a result, after the factor and reliability analysis, the latest situation of the organizational dissent scale, perceived supervisor support scale and intention to leave scale was the same as in the original.

Descriptive Statistics and Correlation Analysis of Variables

The correlations between variables, means, and standard deviations are reported in Table 1.

Table1

Descriptive statistics and correlations for study variables

	M	SD	1	2	3	4	5	6
Articulated Dissent	3.77	0.75	1	-0.60	0.28**	0.63**	0.35**	-0.78
Displaced Dissent	2.70	1.02		1	0.46**	0.67**	-0.60	0.31**
Latent Dissent	2.85	0.80			1	0.77**	-0.002	0.31**
Organizational Dissent	3.38	0.61				1	0.16**	0.25**
Perceived Supervisor Support	3.50	0.95					1	-0.38**
Intention to Leave	2.50	1.34						1

**Correlation is significant at the 0.01 level (2-tailed)

Table 1 shows that articulated dissent had a significant positive correlation with latent dissent (r= 0.28 p <.01), organizational dissent (r= 0.63 p <.01) and with perceived

supervisor support (r= 0.35 p <.01). Displaced dissent had a significant positive correlation with latent dissent (r= 0.46 p <.01), organizational dissent (r= 0.67 p <.01) and with intention to leave (r= 0.31 p <.01). Latent dissent had a significant positive correlation with organizational dissent (r= 0.77 p <.01) and with intention to leave (r= 0.31 p <.01). Organizational dissent had a significant positive correlation with perceived supervisor support (r= 0.16 p <.01) and with intention to leave (r= 0.25 p <.01). Perceived supervisor support had a significant negative correlation with intention to leave (r=-0.38 p <.01).

Hypothesis Testing: Measuring Moderating Effect

The purpose of this study was to demonstrate that there is a moderating role of perceived supervisor support on the relationship between organizational dissent and the intention to leave.

For the purpose of this study, the research hypothesis was determined as:

H1: Perceived supervisor support significantly moderates the relationship between organizational dissent and intention to leave.

In this study, in order to overcome the multicollinearity problem that may occur in the analysis, the analyses were carried out by subtracting the centered means of independent and moderating variable from each mean value.

A further regression analysis was conducted to examine whether perceived supervisor support moderates the relationship between organizational dissent and intention to leave. F statistics = 38.064 and p = 0.00 demonstrate that the regression analysis was statistically accepted. The results of the moderated hierarchical regression analysis are shown in Table 2. According to Table 2, "organizational dissent" alone explains 5.6% of the intention to leave (Adjusted $R^2 = 0.056$, $p < 0.01$), then "moderating variable: organizational dissent x perceived supervisor support" explains 9.4% of the intention to leave (Adjusted $R^2 = 0.094$, $p < 0.01$). When the results are evaluated, it can be said that the interaction of organizational dissent and perceived supervisor support predicts an intention to leave.

Table 2

Results of the moderated hierarchical regression analysis

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
Model 1	0.243	0.059	0.056	1.30988
Model 2	0.317	0.100	0.094	1.28309
a. Predictors: (Constant), Organizational Dissent				
b. Predictors: (Constant), Organizational Dissent X Perceived Supervisor Support				
c. Dependent Variable: Intention to Leave				

A moderated hierarchical regression analysis was used to investigate the moderating effects of perceived supervisor support on the relationships between organizational dissent and intention to leave. According to Baron and Kenny (1986), a test for moderation should include a term for the direct effect (intention to leave) of the predictor (organizational dissent), a term for the direct effect (intention to leave) of the moderator (perceived supervisor support) and the interaction term of the two. The moderating effect is supported if the interaction term is significant.

As mentioned above, in order to measure the moderating effect, a hierarchical regression analysis by Baron and Kenney (1986) was applied in three steps. As seen in Table 3, according to this approach, for the moderating test of the first step, organizational dissent had positive effect on intention to leave. In other words, when one unit increased in organizational dissent, intention to leave increased by 0.343 (β). Therefore, it can be said that as organizational dissent increases, intention to leave also increases. For the second step, perceived supervisor support had a negative effect on intention to leave. In other words when one unit increased in perceived supervision support, intention to leave decreased by -0.418(β). Therefore, it can be said that as perceived supervision support increases intention to leave decreases.

As a result of the analysis, it was observed that there was a change in the beta coefficients. A third step analysis was conducted to test whether this change was caused by the moderator variable. As seen in the third step analysis, the effect of the interaction term is significant.

In other words, Table 3 also shows that when perceived supervisor support interacted with organizational dissent as a moderator, it affected intention to leave. Put another way, when one unit increased in interaction with organizational dissent and perceived supervisor support, intention to leave also increased by 0.177 (β). It can also be said that organizational dissent turned a negative relationship between perceived supervisor support and intention to leave into a positive relationship.

Table 3

Results of the moderated coefficients

Coefficients					
	Unstandardized Coefficients		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**B**		
(Constant)	2.440	0.066		37.041	0.000
Organizational Dissent	0.463	0.067	0.343	6.860	0.000
Perceived Supervisor Support	-0.564	0.067	-0.418	-8.472	0.000
Organizational Dissent X Perceived Supervisor Support	0.169	0.047	0.177	3.570	0.000

a. Dependent Variable: Intention to Leave

Moreover, as seen from Table 3, perceived supervisor support affects the direct relationship between organizational dissent and intention to leave. So, according to the research result, perceived supervisor support was a pure moderator on the relationship between organizational dissent and intention to leave. Thus, the H_1 hypothesis is accepted.

According to the results of the analysis, when employees show organizational dissent behavior, their intention to leave will increase. However, considering the beta coefficients, employees will experience a relative decrease in their intention to leave when they receive perceived supervisor support.

Conclusion, Limitations and Recommendation

In today's competitive environment, one of the most important factors in ensuring the sustainability of organizations is to encourage the organizational dissent behavior of employees, because organizational dissent can be an opportunity for employees and managers to resolve unsatisfactory conditions, disagreements and opposing ideas.

However, many employees may think that exhibiting organizational dissent behavior poses significant risks, because employees think that when they make organizational dissent, they will lose their positions and will harm their relations with their managers and colleagues. In addition, employees may not make organizational dissent when they think that their expectations will not be met.

In other words, when employees make organizational dissent, if their expectations are not met, their intention to leave may increase. Intention to leave is the employee's thoughts of leaving the job or the desire to leave the job soon. Therefore, intention to leave is a desire that occurs in the mind of the employee as a result of many reasons.

In this context, how the organizational dissent behaviors of the employees affect their intention to leave is an important issue. While organizational dissent occurs by voicing disagreements and opposing views within the organization, the intention to leave is formed in the mind of the employee according to whether these disagreements and opposing ideas will be resolved or not.

However, as the disagreements and opposing opinions of the employees within the organization increase, they want to express them. If the employees have the perception that they receive support from their supervisors, in other words, when the employees think that their supervisors value them and care about their ideas, they will easily make organizational dissent. In addition, employees who think that their supervisor is there for them in all circumstances may not show an intention to leave because they have positive communication with their manager.

In this context, this study examines the moderating role of perceived supervisor support on the relationship between organizational dissent and intention to leave.

The results of this research show that there is a positive relationship between organizational dissent and intention to leave, because ignoring the organizational dissent by the managers and not meeting the expectations of the employees may cause the employees to leave. This result also supports the studies of Kassing et al. (2012), Ötken and Cenkci (2014) and Tuğrul and Koçoğlu-Sazkaya (2021).

This study results also claims that there is a positive relationship between organizational dissent and perceived supervisor support. Kassing et al. (2012) and Ötken and Cenkci's (2014) studies also support this result. Meanwhile, when the result of the research is examined based on the sub-dimensions of organizational dissent, it is seen that there is only a relationship between articulated dissent and perceived supervisor support. In other words, articulated dissent, that is, organizational dissent to the supervisor, and perceived supervisor support are positively related. If employees have the perception that they receive support from their supervisors, or in other words, when the employees think that their supervisors value them and care about their ideas, they will easily be able to perform organizational dissent and especially articulated dissent behavior.

The negative relationship between perceived supervisor support and intention to leave is another result of this study. Employees who do not think that their supervisor is with and supporting them will be able to leave the job. That is to say, if employees feel that their supervisors are there for them under all conditions, they will receive supervisor support. These employees may not intend to leave. Alkhateri, et al., (2018), Arici, (2018), Janse van Rensburg, et al., (2017), Gordon, et. all., (2019), Kalidass and Bahron (2015), Taş and Özkara's (2020) studies also support this result.

Another result of this study shows that perceived supervisor support has a moderating role on the relationship between organizational dissent and intention to leave. Organizational dissent will increase employees' intention to leave. Otherwise, when employees receive support from their supervisors, there will be a relative decrease in their intention to leave. Therefore, when businesses want their employees to exhibit organizational dissent behaviors and at the same time when they want to ensure continuity in employment, they should provide supervisor support. In other words, the employees who think that they have received support from their supervisor will be able to express their ideas easily and show organizational dissent behavior. This situation may reduce the employee's intention to leave.

Moreover, organizational dissent is very important to ensure the sustainability of businesses, because organizational dissent is needed to resolve conflicts and problems, develop the organization and generate new ideas. In addition, employees who think that

their supervisor is with them will be able to express their ideas and thoughts easily with the perception of supervisor support they have. Furthermore, employees who receive support from their supervisors may want to continue in their organizations instead of having an intention to leave. In this way, organizations can survive in a competitive environment and ensure their sustainability.

The fact that this study was carried out only on employees who were educated at a foundation university and also take part in working life does not mean that the findings of the research will reflect all employees. For this reason, it is not possible to make any further generalizations about the results of the research. Another limitation of this research is that it was evaluated with a subjective approach based on the opinions of the employees.

In this direction, some suggestions were made for businesses and researchers in the study. Businesses should support employees in eliminating disagreements, opposing ideas and dissatisfaction that cause organizational dissent. In addition, businesses should ensure that employees do not see organizational dissent behavior as a risk. In other words, business should encourage their employees to make organizational dissent. Moreover, business should provide perceived supervisor support to their employees in order to decrease intention to leave. In this way, business could be sustainable.

It is proposed for future researchers to consider topics such as leadership style, leader-member exchange, personality, organizational commitment, organizational citizenship, as well as to contribute to the field of social sciences by examining the study by considering the distinction between private and public sector.

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RESEARCH ARTICLE / ARAŞTIRMA MAKALESİ

Variations on Crisis Leadership in Business and Public Administration: A Bibliometric Analysis

Konuralp Sezgili[1]

Abstract

Crises are disruptive events that represent a threat to the existence of organizations, making the study of leadership a core component of crisis management. Crisis leadership focuses on preparing organizations for and surviving crises, as well as leading thereafter. This comprehensive framework has led to several disciplines addressing crisis leadership. While there is a substantial body of literature on crisis leadership, there is a lack of bibliometric research that compares and contrasts the conceptual characteristics and intellectual patterns of the two most essential management disciplines, business and public administration. To address this gap, bibliometric methods were applied to assess the academic performance and trends, to disclose the variations in intellectual patterns, and to identify the conceptual roots of both domains. In addition to the descriptive study of performance metrics, the analytical results reveal that conceptual foundations vary considerably and are intellectually reflected by variations. The research offers readers with a road map and implications for future research.

Keywords

Crisis, Crisis leadership, Crisis management, Bibliometric analysis, Science mapping

Jel Codes: M19

1 **Corresponding author:** Assist. Prof., Adana Alparslan Türkeş Science and Technology University, Faculty of Political Sciences, Department of Political Science and Public Administration, Adana, Turkiye, E-mail: ksezgili@atu.edu.tr ORCID: K.S. 0000-0001-6301-1805

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1. Introduction

A crisis is defined as a process of degeneration that can culminate in an event that disrupts the regular functioning of an actor, such as an individual, organization, or community (Williams et al., 2017). Yet, crises also represent defining moments for a leader and their organization (James et al., 2011). Global financial crises, ecological disasters, recent regional wars and COVID-19 as a global societal shock (Renjen, 2020) have not only emphasized the importance of crisis management, but also made leaders' crisis management strategies more transparent and hence comparable. As expected, both the volume and interest in crisis leadership studies are growing in this scenario. However, the expanding body of knowledge remains fragmented due to the taxonomic focus (crisis type, process, sector, etc.; Williams et al., 2017), and the perspective from which the crisis is viewed (James et al., 2011).

This study aims to analyze the evolution and variation of the crisis leadership literature using bibliometric tools in a two-domain approach; business administration (hereafter BA), and public administration (hereafter PA). As Zupic and Čater (2015:436) indicate, bibliometric approaches can provide increased objectivity in literature reviews compared to traditional techniques. There is a substantial corpus of bibliometric research on leadership (i.e., Vogel and Masal, 2015; Gumus et al., 2018, Zhu et al., 2019); nevertheless, bibliometric analyses on crisis leadership remain relatively unexplored. The exception is the study by Wu and colleagues (2021), which focuses on the general concept. Other than generic perspectives, there are no studies that specifically analyze crisis leadership in the two management disciplines. The study contributes to the understanding of crisis leadership in two ways. First, the performance of the domains is assessed by presenting the most influential writers, documents, and sources. Second, conceptual foundations and intellectual patterns were explored in order to comprehend the variations. By discovering the intersections and variations of the many characteristics of the two domains, this study may provide insight for management scholars to generate new perspectives.

The paper is organized as follows: First, a definition of crisis leadership is provided. This is followed by the research design and the methodology of the paper. The results of the bibliometric analysis examining the intellectual patterns and conceptual origins of both areas are presented next. The study continued with a discussion of the findings and concluded with an assessment of limitations and recommendations for future research.

2. An Overview of Crisis Leadership

Leadership is an age-old concept, yet it is still a difficult area for scholars to grasp (Trottier et al., 2008). As is commonly noted, "there are almost as many definitions of leadership as there are persons who attempt to define the concept" (Stogdill,

1974:259). In a broad perspective, Yukl and Gardner (2019: 26) define leadership as "the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives". Actually, the debate on contextual and organizational variations has stimulated scholarly interest as a fundamental aspect of the leadership literature. Comparing public and private managers, for instance, is a popular topic in leadership studies, particularly in the public administration literature (see Bourantas and Papalexandris, 1993; Boyne, 2002; Andersen, 2010, Van Mart, 2013), which lags (Trottier et al., 2008); however, empirical research on the differences in their distinct leadership styles is limited (Hansen and Villadsen, 2010). Moreover, addressing crisis leadership, the scholar's lenses upon those differences is still limited.

In accordance with the broad definitional approach to leadership, we describe crisis leadership as the process through which leaders prepare for, respond to, and grow from unexpected crises (Bundy et al., 2017; Wu et al., 2021). Consistent with the popularity of the concept, there exist influential reviews (i.e., James et al., 2011; Bundy et al., 2017) on crisis leadership. However, these studies do not provide a comprehensive overview of the diverse constituents and variations of crisis leadership literature, nor do they include recent research (Wu et al., 2021), with the exception of Wu et al. (2021) who examine crisis leadership literature as a whole. Yet, scholars' background heterogeneity brings different perspectives (Cuccurullo et al., 2016).

3. Methodology

To assess the literature on crisis leadership, we employed two bibliometric analyses. Bibliometric techniques bring a strong quantitative rigor to the subjective assessment of the literature (Zupic and Čater 2014). Compared to other techniques, bibliometric techniques offer analytical advantages for understanding conceptual and intellectual development of research domains by examining the relational and structural relationships between various research components (e.g., authors, documents, countries, institutions, topics) (Donthu et al., 2021:287). Due to data processing and the fact that bibliometrics includes statistically reliable data, bibliometric research has risen significantly over the past decade (Ellegaard and Wallin, 2015).

The bibliometric technique has two functions: performance analysis and scientific mapping (Cobo et al., 2011). Performance analysis explores the research and publication output of people, journals, institutions, and countries, whereas science mapping aims to reveal the structure and dynamics of scientific domains (Zupic and Čater 2014). The performance analysis is based on citation analysis which essentially gauges research performance by counting document citations. This method is used to provide information about interrelations between different groups in the scientific community.

In scientific mapping, there are several methods, such as co-occurrences, co-citations, and bibliographic coupling of keywords, documents, authors, sources, and countries.

We employed the four-step bibliometric analysis procedure proposed by Donthu et al. (2021:295): (1) Definition of the study's objectives and scope, (2) Selection of bibliometric techniques, (3) Data collection, and (4) Analysis and reporting of findings. The aims of a bibliometric study should involve a retrospective analysis of the performance and science of a specific area of research, and its' scope should be large enough to conduct analysis (Donthu et al., 2021). Critical to this procedure is the selection of an appropriate bibliometric technique for the research question. While the purpose of our study is to explore variation in the crisis leadership literature, we began our analysis by measuring impact to identify the most influential articles, authors, and journals in the two domains. Citation-based indicators have been extensively used to trace the growth of topics as well as the flow of knowledge (Kovacs, Van Looy, and Cassiman, 2015). This reveals the experts in the fields, the "balance of trade" between disciplines, and the "recommended reading list" (Zupic and Čater, 2014: 439). Second, research domains and interdisciplinarity were identified using co-occurrences analysis to shed light on the origins of concepts (Yan and Ding, 2012; Sedighi, 2016). We utilized co-word relations to develop cluster networks (Milojević, Sugimoto, Yan, and Ding, 2011), which illustrate co-occurrence analysis by establishing the relationship between keywords based on the number of documents in which they co-occur. Third, in order to identify the knowledge base, also known as the intellectual structure, we conducted co-citation analysis, one of the most used bibliometric techniques (Zitt and Bassecoulard, 1994; Osareh, 1996). Co-citation is described as an occurrence in which two works are cited together by another work (Wang et al., 2016). Co-citation is applied to cited papers that are regarded the theoretical and methodological foundations or "origins of the field" (Boyack and Klavans, 2010), and the great majority of bibliometric research in management and organization employ this technique (Zupic and Čater, 2014, Wang et al., 2016). The primary benefit of this technique is that it eliminates the researcher's personal biases when interpreting the field (Acedo and Casillas, 2005).

To conduct the bibliometric analyses, Clarivate's Web of Science (hereafter WOS) database was used to identify relevant publications. WOS is one of the reliable data sources that has been utilized extensively in several previous studies (Zupic and Čater, 2014). All journals are assigned subject categories for filtering in the database. Due to the exploratory nature of the study, "crisis leadership" was used as a search query in topics, including titles, abstracts, keywords, and keywords plus, to limit the scope of the study. 5424 documents were returned as a result of the query. Next, the collection was filtered for the original articles in English-language retrieved from the SSCI and ESCI databases, as they are the most widespread in similar studies (Cuccurullo et al, 2016). We excluded reviews, book chapters, conferences, etc., which has resulted in

3,891 documents. The results are then refined within the framework of WOS research topics in accordance with the study's scope. At this phase, Business-Economics was selected first, and articles pertaining to business and management are included within this collection. The first subset was comprised of 791 articles after the exclusion of those with weak relevance. Following the same procedure, the Public Administration research area was selected to filter the second subset, which included 222 articles.

Table 1
Main Information of the collection

	BA	**PA**
Time Span	1990:2022	1993:2022
Number of documents	791	222
Source	250	67
Authors	1750	421
References	38788	10281

To conduct bibliometric analyses, Bibliometrix (Aria and Cuccurullo 2017) was used for performance analysis based on citation metrics which is conducted using RStudio (RStudio Team, 2019) through Shiny package (Chang et al., 2018). To visualize co-citation and co-occurrence networks for science mapping analysis, Vosviewer (Van Eck and Waltman, 2010) was used.

4. Results

The results are divided into two main parts. First, the results of performance analyses, and second, the results of science mapping analyses are presented.

4.1. Descriptive Analysis of Performance

First of all, publication trends were identified by assessing the annual scientific production on crisis leadership in both domains. BA scholars have produced more publications on crisis leadership than PA scholars, according to a direct comparison of the scholarly output of the two domains. For BA, an average of 21.53 articles are published annually, whereas for PA, an average of 6.62 articles are produced annually. As illustrated in Figure 1, the total number of articles per year followed a comparable pattern. Comparing the average production of the last five years reveals that the BA collection contains 57.8 articles and the PA collection contains 19.5 articles. Considering the annual growth rates of the two domains, BA (12.55%) has a greater average than PA (8.82%). The year 2021 had the most publications in both BA and PA, with a total of 103 and 43, respectively. In addition to the overall growth patterns in both disciplines, research on crisis leadership has advanced dramatically since 2018. This remarkable growth is primarily attributable to the COVID-19 outbreak, as well

as climate and political challenges that have been more prevalent in recent decade. In response to the many forms of crises, it is expected that both domains may experience a conceptual shift.

Examining the quantitative production patterns further, BA presents a higher level of scientific production trend. The dotted lines in Figure 1 represent the trend in scientific publication for both domains.

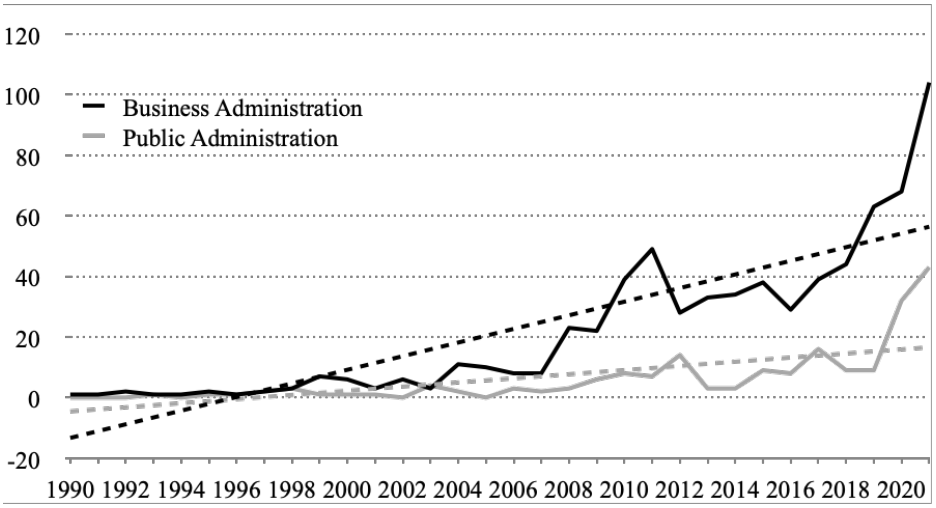

Figure 1: Scientific production of both domains

The perspective generated by citation indicators seemed relatively complex. Average citation scores indicate that although the average number of citations per document for BA was greater (19.87_{BA}; 15.95_{PA}), the average number of citations per year per document for PA was higher (2.51_{BA}; 2.92_{PA}). At this time, further citation data was required to comprehend the differences.

Table 2
Average citations

	BA	PA
Average citations per article	19.87	15.95
Average citations per year per article	2.51	2.92

Second, Figure 2 was created to illustrate the outlook utilizing relevant citation metrics. Examining the growth of the total number of citations per year revealed that this average has decreased slightly for both domains. Third, the total number of citations per author followed a similar upward pattern for both domains, with PA's growth tendency being slightly greater than BA's.

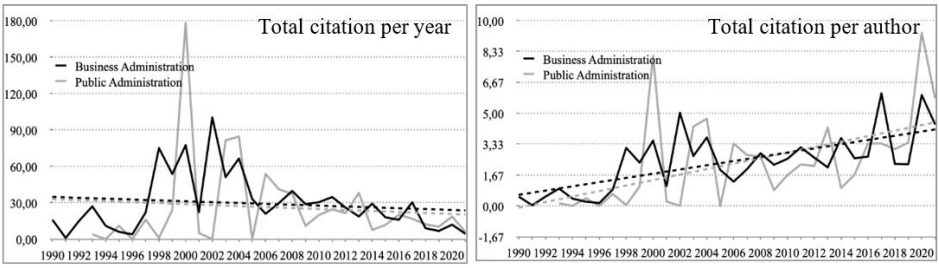

Figure 2: Total Citation Statistics

Information on author impact is a key indicator in a scientific discipline's developmental patterns. For this purpose, after giving a brief overview and the important authors in the two fields, we will evaluate whether the field is limited to a certain number of authors. Table 3 demonstrates that the number of authors per article (2.21_{BA}; 1.90_{PA}) and the number of articles per author (0.45_{BA}; 0.53_{PA}) vary slightly between the two domains. Author collaboration in BA appears slightly stronger (2.64_{BA}; 2.36_{PA}). The most influential authors by total citations index and relevant information regarding their impact in the PA and BA are as follows: Bligh, with 8 publications and 555 total citations; Kohles, with 6 publications and 505 total citations; and Mumford, with 6 documents and 183 total citations were the leading profiles for BA. With 7 publications and 526 citations, Boin was the most influential author in PA; followed by Hart, with 2 documents and 330 citations, and Kapucu, with 8 documents and 282 citations. By analyzing the metrics of author productivity according to Lotka's law (1926), neither domain seem to be dominated by a small number of authors, showing that both domains have a variety of contributors. For BA, articles published by a single author account for 92.1 percent of all documents, whereas papers by two authors account for 5.9 percent and papers by three authors account for 1.3 percent of all articles. As a result, core authors who have published more than three articles account for 0.8 percent of all published works. For PA, 92.4 percent of published papers have a single author, while 6.4 percent have two. The core group of authors consists of those who generate three or more articles and accounts for 1.1 percent.

Table 3
Author statistics

	BA	**PA**
Authors of single-authored documents	179	72
Authors of multi-authored documents	1571	349
Documents per Author	0.45	0.53
Authors per Document	2.21	1.90
Co-Authors per Documents	2.46	2.1
Collaboration Index	2.64	2.36

Core sources found according to Bradford's law (1948) depict that domain-specific journals form the two cores, as shown in Table 4. In comparison, BA's core sources demonstrate greater diversity and interdisciplinarity. However, as will be demonstrated in the following section, the fields' knowledge base provides some additional significant insights into this issue.

Table 4
Core Sources according to Bradford's Law

	BA		PA	
	Journal	**Articles**	**Journal**	**Articles**
1.	Leadership Quarterly	44	Int J of Public Leadership	18
2.	J of Business Ethics	35	Public Administration	13
3.	Leadership	34	J of European Public Policy	10
4.	J of Cont. and Crisis Manage.	26	Public Management Review	10
5.	Public Relations Review	19	Nonprofit Manage&Leadership	8
6.	Leadership & Org Dev. Journal	13	Public Administration Review	8
7.	Harvard Business Review	12	Am Rev of Public Admin.	7
8.	Journal of Manage. Inquiry	11		
9.	School Leadership & Manage.	11		
10	Business Horizons	10		
11	J of Business Research	10		
12	Public Management Review	10		
13	J of Appl Behavioral Science	9		
14	J of Applied Psychology	9		
15	J of Leadership Studies	9		

Finally, influence of publications and references on the subject is arguably the most fundamental aspect of the field. The descriptive analysis of the most local cited references (see Appendix) reveals that studies from both domains refer to documents from the other domain. Initial findings reveals that the general leadership literature plays a central role in the BA domain, whereas on the PA side, the emphasis was on crisis management studies relevant to the BA literature and various forms of crises, particularly disasters.

4.2. Variations in Conceptual Structure: Co-occurrence Analyses

Co-occurrences of keywords facilitate the creation of a conceptual map that indicates thematic clusters. For this purpose, conceptual clusters were built for both domains based on 50 nodes. Co-occurrence analysis reveals considerable differences and similarities in the literature on crisis leadership from the two management disciplines. In this regard, this section investigates the co-occurrence network in the two domains.

Business Administration: Figure 3 illustrates seven clusters generated by the BA literature co-occurrence network.

Co-occurrence cluster 1 (red); Organizational culture and responsible leadership: Leadership in crisis situations is strongly associated with organizational culture and values (Bhaduri, 2019). To effectively handle crises, scholars have proposed combining organizational culture (Bowers et al., 2017) and core values with leadership competencies (Fortunato et al., 2018; Caringal-Go et al, 2021). According to Hutajulu, Susita and Eliyana (2021), leadership influences employee creativity, and employee creativity influences organizational innovation. During crisis, innovation influences the survival of organization (Dwiedienawati et al, 2021). This cluster contains responsibility and responsible leadership. Research indicate that responsible leaders have a direct effect on the reputation and financial worth of their companies (Coldwell et al., 2012; Varma, 2021). Furthermore, corporate social responsibility, sustainability, and climate change have been related to responsible leadership (Lehman et al, 2010).

Co-occurrence cluster 2 (green); Crisis communication and ethical leadership: Cluster 2 was the second largest cluster of keywords co-occurrence including 9 items. The topics are mostly concerned with crisis communication and public relations. Several crisis communication processes have been studied in the context of crisis leadership (Verhoeven et al., 2014; Frandsen and Johansen, 2020), including contingent public expectations from organizations (Hwang and Cameron, 2008; 2009), legitimacy in communication (Yim and Park, 2019), influence of channels such as social media (Liu et al., 2018; Zhao et al., 2018), post-crisis/recovery (Austin et al., 2014), and lessons from failures (Boyd, 2001). CEO, financial crisis, governance and ethical leadership themes were positioned in the periphery of this cluster. Leadership (Khan and Ahmad, 2013) and ethical failures in financial crises (Schwartz, 2020) are recurring issues in this field of study; as a result, ethical leadership is closely associated with it. Sims and Brinkman (2002) indicate that one of the reasons leaders are able to create an ethical organization is their response to crises.

Co-occurrence cluster 3 (blue); Attitudes and transformational leadership: The center of the cluster was transformational leadership, which is one of the pioneering concepts in leadership research and considered a key leadership style in crisis events (Bhaduri, 2019). Transformational leaders influence crisis management effectiveness favorably (Dwiedienawati et al., 2021). Furthermore, servant leadership has emerged in this cluster (i.e., Langhof and Gueldenberg; 2021). Finally, organizational behavior themes such as emotions, emotional intelligence, job satisfaction, and well-being were linked to crisis leadership. Leadership style is reported to influence job satisfaction during organizational crises (Marques-Quinteiro et al., 2019), especially through pandemics (Tao et al., 2022). Emotional intelligence has been proven to be an essential leadership quality (Wisittigars and Siengthai, 2019). On the other hand, the emotional state of employees is a crisis-related subject of research. Crises were associated with emotions including anger, sadness (Madera and Smith, 2009), and fear (Coget et al.,

2011). According to some researchers, it is possible to reduce negative emotions in crisis situations by improving organizational effectiveness (i.e., team effectiveness; Kaplan et al., 2011). In addition to the emotions of employees, the well-being in the workplace is also directly related to crisis leadership, as crises influence employees' impressions of their leaders (Birkeland et al., 2017). During a crisis, negative leadership behaviors have been found to negatively impact employee well-being (Brandebo, 2020).

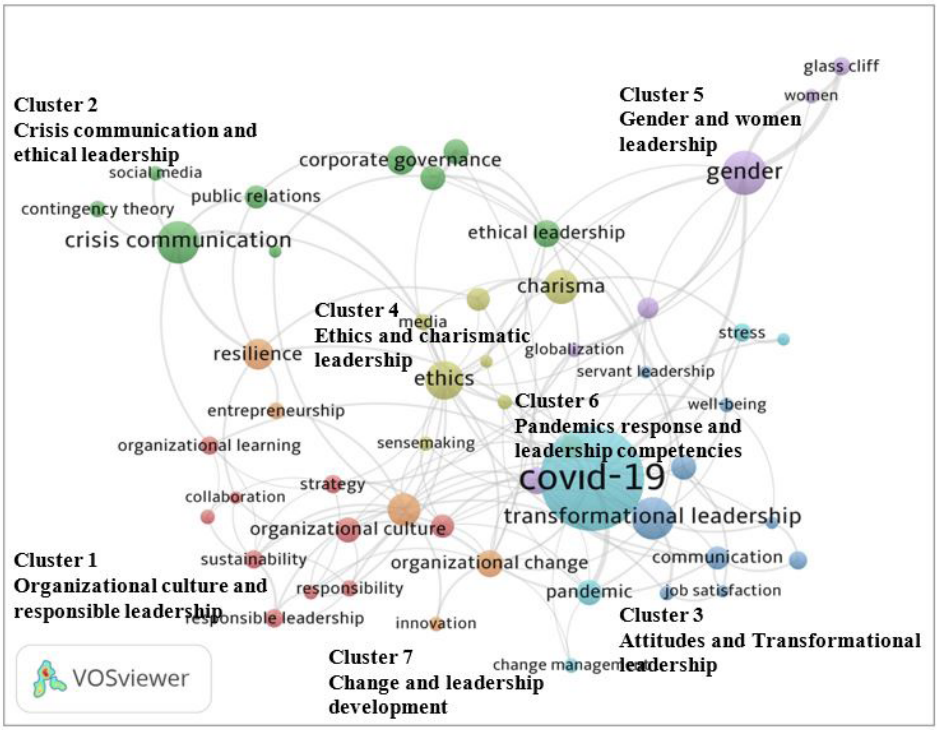

Figure 3: Co-occurrence of keyword network: Business administration

Co-occurrence cluster 4 (yellow); Ethics and charismatic leadership: The focus of Cluster 4 is ethics and charismatic/authentic leadership. According to this cluster's algorithm, leadership styles are strongly correlated with un/ethical behavior (Sims and Brinkman, 2002; Selart and Johansen, 2011), trust (Bundy et al., 2012; Peus et al., 2012), charisma perception (Hunt et al., 2004), media (Bligh et al., 2006), and social media (Gruber et al., 2015). Charismatic leadership is commonly thought to emerge during times of crisis. Given that crises are times of rapid change, charismatic leadership is closely linked to change management. According to research, leaders that promote change are viewed as more charismatic. For instance, Nohe and colleagues (2013) discovered that leaders are regarded as charismatic when they participate in change-promoting activities, which enhance team performance through the perceived charisma and commitment to change of team members. Paradoxically, Levay (2010)

argues that charismatic leaders are sometimes believed to maintain the status quo and inhibit change in certain contexts, such as religious and political settings.

Cluster 5 (purple); Gender and women leadership: This cluster focuses mostly on the glass cliff and leadership inequalities faced by women (Ryan et al., 2011; 2106). Women's leadership has been a prominent research topic in recent years, particularly during the global financial crisis (Elliott and Stead, 2018). There is evidence to suggest that women's leadership may be preferable, particularly when firm performance declines. According to Haslam and Ryan's (2008) study, women are more likely to be selected for leadership positions associated with a higher risk of failure. Kulich and colleagues (2011) argue that, regardless of gender, agentic leaders should be prioritized above community leaders if leadership qualifications and actual change potential are the determining factors for leader selection. They examine the complexity of why women become crisis leaders, namely because women are viewed as indicators of change. Finally, Cosentino and Paoloni (2021) show that female managerial skills have a positive effect on the ability to adapt to change, the promotion of new ideas, and the building of strong stakeholder relationships.

Cluster 6 (turquoise); Pandemics response and leadership competencies: The COVID-19 outbreak is becoming the most actual conceptual component of the crisis literature. In other words, the impact of the pandemic on the crisis leadership literature has been immense, and it has resulted in a rapid increase in the interdisciplinarity of the crisis leadership literature. Diverse responses to pandemics have prompted a global examination of leadership competencies (Dirani et al., 2020). Research in this cluster reports that leaders' competencies during pandemics impact work performance (Bartsch et al., 2020), job satisfaction (Tao et al., 2022). A group of researchers has also focused on how to deal with a crisis, especially how to change business models to fit the new circumstances (Kraus et al., 2020).

Cluster 7 (orange); Change and leadership development: The research in this cluster focuses on how leadership can be developed, especially in times of change. Studies on the leadership characteristics (Leslie and Canwell, 2010; Kashmiri et al., 2017) and how to develop them (Chambers et al., 2010) constitute the focus of this cluster.

Public Administration: According to Figure 4, the PA literature showed a five-cluster structure that differed conceptually from the BA.

Co-occurrence cluster 1 (red); Disasters and political leadership: The largest cluster on crisis leadership within the field of public administration focuses on disasters and emphasizes political and presidential leadership. These studies examine political leaders' responses (i.e., blame management; Boin et al., 2010), characteristics such as toxic leadership (Grant-Smith and Colley, 2018), ethical traits (Yeo and Jeon, 2021),

decision-making (Galaz et al., 2011) during different types of crises such as disasters (Boin et al., 2010), pandemics (Christensen and Lægreid, 2022), or ecological crises (Galaz et al., 2011). Given its strong association with crisis management, the center cluster's positioning of ethical leadership seems logical. Ethical management has become an issue for the public sector, especially in the wake of the financial (Lager, 2010) and administrative scandals (Mastracci, 2017). These studies emphasize the role of ethical leadership in making efficient decisions in times of crisis (Knox et al., 2022; Slagle et al., 2022).

Co-occurrence cluster 2 (green); Policy making and public management: One of the focal points of the second largest cluster is the new public management in times of crisis, including COVID-19 pandemic as well as budget impasses (Young et al., 2020). The cluster also includes themes such as issues related to policy-making during crises (Lee et al., 2020; Karine Pereira et al., 2020), post-crisis issues such as learning from the crises (Schiffino et al., 2017). Another topic in this cluster is sense-making in crisis processes (Glenn et al., 2020). Studies reveal the effects of sense-making on understanding (Lu and Xue, 2016) and responding to crises (Moynihan, 2012).

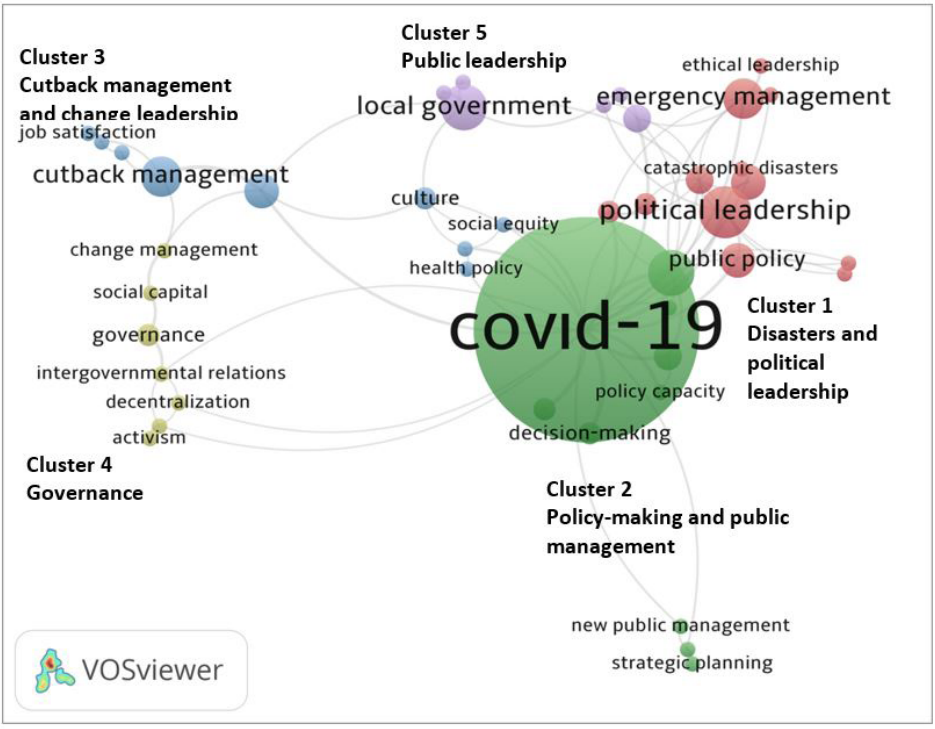

Figure 4: Co-occurrence of keyword network: Public administration

Co-occurrence cluster 3 (blue); Cutback management and change leadership: The financial repercussions of crises necessitate that government agencies conduct cutbacks, which are associated with the concept of change in the sphere of public administration (i.e., Schmidt et al., 2017). Research show that cutbacks influence the leadership behavior of public managers (Schmidt and Groeneveld, 2021) and attitudes such as trust in public institutions (Zanini et al., 2022). Instead of focusing on the financial aspect of cutback, Caperchione and colleagues (2014) suggest a more proactive reexamination of management and cultural variables.

Co-occurrence cluster 4; (yellow) Governance: In times of crisis, it is unsustainable for the public sector to implement a specified emergency management plan and delegate responsibility to a few policy experts and decision makers (Mintzberg and Alexandra 1985). Governance ensures that everyone in an organization follows acceptable decision-making processes and that the interests of all stakeholders are protected. The research in this cluster emphasizes the importance of effective governance strategies in various crises such as COVID-19 pandemic (Ansell et al., 2021) and Katrina crisis (Farazmand, 2017). Research in this context focuses on multilevel governance (Bello-Gomez and Sanabria-Pulido, 2021) and municipal leaders (Plaček et al., 2021) which will incorporate local governments during the crisis era.

Co-occurrence cluster 5 (purple); Public leadership: This cluster is located near the central clusters (Cluster 1 and 2) and is characterized by administrative and bureaucratic leadership studies. Alam (2020) addresses the dysfunctional characteristics of administrative leadership in Bangladesh during the COVID 19 period, stating that the tendency of administrative leaders for reactive engagement, coupled with some structural constraints, led to dysfunctional crisis management. In one of their most influential papers, Boin and Hart (2003) argue that, while crisis management is a challenging task for political and bureaucratic leaders, crises provide critical possibilities for reform.

4.3. Variations in Intellectual Background: Co-citation Analyses

Co-citation networks of references and sources were studied to illustrate the relationships between the two domains.

Business Administration: The co-citation of references of BA articles generates three clusters (Fig 5). Co-citation networks illustrate the theoretical underpinnings of crisis leadership in BA literature through three key clusters. *Cluster 1 (red)* includes 23 documents and is the most fundamental cluster in terms of laying the groundwork for crisis leadership theoretical approaches. This cluster contains generic crisis management process (Bundy et al., 2017) constituents, such as preparedness (Pearson and Clair, 1998; Pearson and Mitroff, 2019) communication and reputation (Coombs and Holladay, 2002; Coombs, 2007), and consequences of crises (Hermann, 1963). In addition,

crisis and leadership were fundamentally related (James and Wooten, 2005; Wooten & James, 2008; Hannah et al, 2009; James et al., 2011) based on the organizational context (Boin and Hart, 2003; Boin et al., 2016), and behavioral (Staw et al., 1981; Kahn et al., 2013) or cognitive processes (Weick, 1993). References of case study research (Eisenhardt,1989; Yin, 2009) is also included in the periphery of this cluster. The majority of the literature in *Cluster 2 (green)* focuses on leadership types with a particular emphasis on charismatic leadership. In addition to conceptual studies of charismatic leadership (Conger & Kanungo, 1987; Gardner and Avolio, 1998; Shamir et al, 1993; Awamleh and Gardner, 1999; Fiol et al., 1999), this cluster places a strong emphasis on the topic of "crisis and charismatic leadership" (Pillai, 1996; Pillai and Meindl, 1998; Hunt et al., 1999; Bligh et al., 2004). Leadership classics including transformational (Burns, 1978; Bass, 1985) and authentic (Avolio and Gardner, 2005) leadership ideas are included in *Cluster 3 (blue)*. Methodological issues (Podsakoff et al., 2012) and well-known works on multivariate analytic methods (Hu and Bentler, 1999; Baron and Kenny, 1986; Fornell and Larcker, 1981) are also located in the cluster's perimeter.

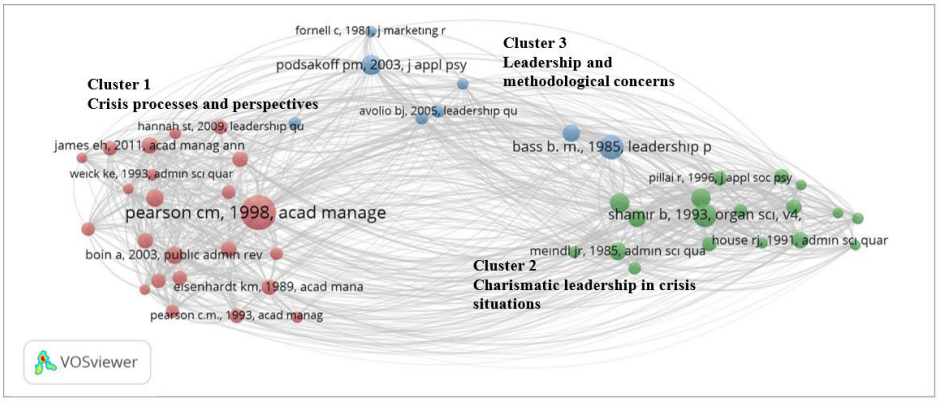

Figure 5: Co-citation network of references of business administration.

Public Administration: The co-citation of references in PA domain generates five clusters (Fig 6). *Cluster 1 (red)* is the largest cluster, with 14 articles. This cluster focuses on major crisis processes, including the role of public sector in disasters (Farazmand, 2017; Kapucu and Van Wart, 2006) and pandemics (Moon, 2020), governance (Ansell and Gash, 2008; Christensen et al., 2016) and coordination (Kapucu, 2005, 2006; Comfort, 2007; Moynihan, 2008, 2009), decision-making (Comfort et al., 2020), and emergency managers (Waugh and Streib, 2006; Van Wart and Kapucu, 2011). *Cluster 2 (green)* with 13 publications presents the crisis framework. This cluster contains papers that constitute the conceptual context for the crisis, and mostly influenced by Boin and his peers. "The Politics of Crisis Management" by Boin and colleagues (2005), which has a significant impact on crisis leadership in a variety of fields, plays a key role in

this cluster. *Cluster 3 (blue)* consists of 13 items that emphasize leadership (Burns, 1978; Bass, 1985) in crisis circumstances (i.e., Boin and Hart, 2003; Boin et al., 2013). Again, the article "Public leadership in times of crisis" by Boin and Hart (2003) plays a pivotal role in this cluster, as well as the wider literature on crisis leadership. In addition, crisis leadership appears to emerge in COVID-19 context (Ansell et al., 2021). *Cluster 4 (yellow)* is the most specific cluster with 8 items that focus on cutback management (i.e., Levine, 1979; Behn, 1980; Kiefer et al., 2015). *Cluster 5 (purple)* is the smallest and covers public policy concerns in times of political crises (Baumgartner and Jones, 1993), disasters (Boin et al., 2010) or pandemics (Weible, 2020).

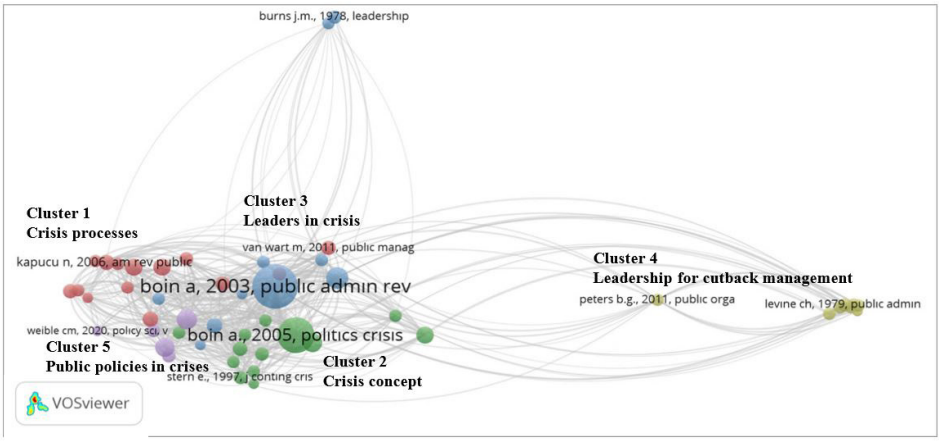

Figure 6: Co-citation networks of references of public administration

Co-citation Network of Sources: Co-citation networks of sources were examined to determine if the intellectual structure of crisis leadership differs between the two domains (Fig 7). For BA, co-citation analysis of sources reveals four clusters in crisis leadership literature. The largest cluster with 20 sources (red) is comprised of the most influential business and management journals covering a broad range of research subjects, i.e., Academy of Management Journal, Academy of Management Review, Journal of Business Ethics, Journal of Management Studies, Organizations Science. Besides, Leadership Quarterly and Journal of Applied Psychology lead a second cluster (green) of 15 sources, which are primarily focused on psychological and behavioral themes. A third cluster with 9 items (blue) is focused on leadership and organizational issues. Last, the fourth cluster with 6 items (yellow), led by Administrative Science Quarterly focused on organizational themes related to communication, public relations and public administration. For PA, total citations and total ink strengths indicate that while the top co-cited sources (i.e., Public Administration Review), are primarily from the public administration domain (blue and red clusters), a cluster of sources with significant link strength is largely from the business administration domain (green cluster), i.e.,

Leadership Quarterly, Journal of Business Ethics, Academy of Management Review, Academy of Management Review etc. Further, co-citation of sources of PA includes a crisis-focus cluster (yellow cluster), and newspapers (purple cluster).

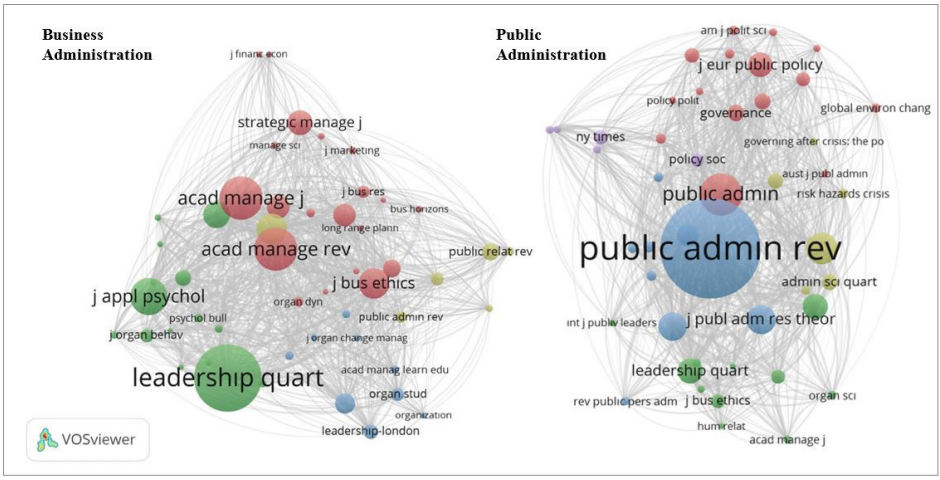

Figure 7: Co-citation network of sources.

Discussion and Conclusion

Crisis leadership is a central component of the crisis management literature (James et al., 2011). In this study, we examined the conceptual and intellectual evolution of crisis leadership in the two key management disciplines; business administration and public administration. First, the publication effort in both domains is increasing. Since the first papers appeared (1990 for BA and 1993 for PA), the publication rate (average annual growth) has increased (12.55_{BA}; 8.82_{PA}), even more rapidly during the past five years (27.79_{BA}; 25.99_{PA}). A significant contributing aspect to this growth is the recent surge in global crises. Indeed, COVID-19 has become an important study topic in both domains. Global difficulties that increase the demands placed on political and public leaders may explain the recent phenomenal expansion of the PA domain. Accordingly, this tendency may intensify in the near future. Second, we showed that the total number of citations per year is decreasing for both domains. This is largely due to the quantitative rise in the number of papers. This tendency is expected to turn into a qualitative rise in the medium term. Third, we demonstrated that both domains have a variety of contributors and journals. Due to the importance and urgency of crisis leadership topics, leading journals have made room for them.

The second major contribution of the research was the results of the science mapping. First, the co-occurrence analyses revealed that, in general, BA scholars relies more

heavily on leadership theory, with the majority of research on this subject focusing on examining various leadership approaches. In this domain, each cluster of co-citations concentrated on unique leadership approaches and continued on related themes. Responsible leadership, ethical leadership, charismatic leadership, and transformational leadership were some of the examples. Besides, gender research was a unique cluster in this domain. In contrast, PA literature has evolved with a concentration on crisis and disaster types. Political leadership in times of impactful disasters, policy making and public managers as leaders, cutbacks and change leadership, governance and multi-layer administrative skills, and public leadership characterized by administrative and bureaucratic effectiveness were among them. Second, we examined the intellectual background and focused on variations in both domains. In the business administration domain, the co-citation network created three distinct clusters. The first one was the theoretical foundations of crisis management literature. The second cluster was centered on basic leadership and the third co-citation cluster indicates that a certain amount of research in crisis leadership is related to charismatic leadership. PA co-citations network showed a somewhat different outlook. The first and second clusters were the theoretical foundations, again, but this time with a special emphasis on disasters and emergency management processes, which sounds quite coherent thinking together with the co-occurrence analysis results. The third cluster was similar to the second cluster of BA, which stresses leadership foundations. The research focused on cutback management was conducted in a PA specific cluster. The last one was focused on policy concerns in crisis and disaster situations. We also analyzed sources to understand the patterns of intellectual variance. Four clusters in BA showed a similar pattern to co-citation of documents. The first one included the general and most influential business administration journals. The second cluster of sources included behavior-related journals. The third was comprised mostly of leadership journals, and the last cluster included journals publishing on communication and administrative issues. In the PA domain, intellectual roots show that the top co-cited sources were primarily PA sources. Yet, the second largest cluster contained business journals. The third cluster contained crisis-related journals and newspapers. As outlined up to this point, the general overview of science mapping shows that although there seems to be a certain interaction between the conceptual roots and intellectual patterns of the two domains on crisis leadership, there were certain variations. Overall, the BA field was found to have a stronger influence on crisis leadership. Even while PA scholars have developed a distinct body of research due to its emphasis on crisis events, it has progressively shifted toward examining PA-originated leadership theories in terms of behavioral characteristics. However, it should be noted at the end that the literature on crisis leadership in the two domains may be expected to converge in the near future because of the impact of global crises such as COVID-19, whose influence spans all aspects of organizational issues. Consequently, despite their unique boundaries, as illustrated in this study, the

two domains are expected to grow increasingly interconnected. Some examples of this have already appeared. While type-sensitive crisis management strategies were in place until the 2000s, the shaping effect of context on crisis management began to emerge in 2007 with the economic crisis that affected all types of organizations, private and public, around the world (Thach, 2012). Beyond financial turbulence, this effect has become even more pronounced with the world-wide ecological crises, refugee crises, and COVID-19 pandemics. Considering the recent war in eastern Europe, the number of external factors to which a business or governmental institution is vulnerable has expanded. Recent research also shows that the context not only moderates but also determines leadership behavior (Stoker, Garretsen, and Soudis, 2019).

The study has its own limitations. First, we selected articles published in SSCI and ESCI databases, which means that we did not cover grey literature. Grey literature, such as proceedings, working papers, etc. can give signs of the evolution of literature (Linneluecke, Marrone and Singh, 2020). Besides, a bibliometric coupling can show the research front (Small, 1999), which is not mentioned in this study, as we focused on conceptual roots and intellectual patterns. The variations in the research fronts of the two domains can yield rewarding research designs. Bibliometric approaches have some limitations due to the nature of data of their bibliographic databases (see Zupic and Cater, 2015), such as the analysis presenting a static outlook. In future research, the data collection can be separated into several time periods in order to better understand the evolution of the domains.

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Appendix: Most Local Cited References

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The Effect of Destination Satisfaction and Place Attachment on Behavioral Intention: The Case of Seferihisar

Erdem Baydeniz[1], **Leyla Kılıcı**[2]

Abstract
This study aims to determine the effect of destination satisfaction and place attachment on behavioral intention. The research population consists of tourists visiting the cittaslow of Seferihisar. Convenience sampling and the survey technique were used to obtain the data. Questionnaires were collected face-to-face and online between 10 May and 21 August 2022, and 428 questionnaires were analyzed. The Smart PLS statistical program was used in the research to test the hypotheses for the scales of destination satisfaction, place attachment, and behavioral intention. The structural equation model was used to analyze the data. In this context, it was found that the destination satisfaction of the tourists participating in the research has a positive effect on the place attachment dimensions of place dependence, place identity, place effect, and social bond. It was found that place addiction, place effect and place identity had a positive effect on behavioral intention, while social bond had no effect on behavioral intention. In addition, recommendations were developed in line with the research results.

Keywords
Destination satisfaction, Place attachment, Behavioral intention, Seferihisar

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1 **Corresponding author:** Erdem Baydeniz (Dr.), Afyon Kocatepe University, Faculty of Tourism, Afyonkarahisar, Turkiye. E-Mail: erdembydeniz@gmail.com ORCID: 0000-0003-1003-0521
2 Leyla Kılıcı (PhD. C.), Balıkesir University, Faculty of Tourism, Balıkesir, Turkiye. E-Mail: kilicileyla@gmail.com ORCID: 0000-0002-2491-9172

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1. Introduction

It is difficult to achieve economic growth, social welfare and sustainability in regions governed by local traditions and culture (Stevenson et al., 2008). Volunteering in certain destinations for sustainability increases the competitiveness of the relevant destinations. It improves local values by preserving them (Kiliçaslan & True, 2016). The cittaslow movement allows residents' quality of life to be improved and become sustainable, preserving the natural and cultural elements of the city (Jaszczak et al., 2020). Travel to slow cities emerges as a form of tourism that connects individuals, respects local culture, history and the environment, and values social responsibility (Heitmann et al., 2011:119). Thanks to slow cities, tourists get away from work stress, focus on their holiday experiences and accumulate authentic memories that will in their memories (Stevenson et al., 2008). Tourists' satisfaction with slow cities can contribute to the region's development (Lee et al., 2012). It is thought that tourist satisfaction increases destination loyalty in cultural and natural environments (Halpenny, 2006) and contributes to the development of slow cities. One network that differentiates destinations from each other is the relationship between food, culture, and identity (Rinaldi, 2017). This cultural differentiation network ensures that the cultural and social attractions specific to the destinations are difficult to imitate and become socially symbolic (Huggins & Thompson,2015). This situation reveals the touristic value in the cultural sense. Therefore, to create touristic demand for the socio-cultural values of the destinations, awareness should be considered, as well as authenticity (Öznalbant & Alvarez, 2020). When evaluated in terms of tourism, the fact that a destination has pleasurable values is an essential element of attraction (Chang et al., 2011).

When human environment relations are examined, it is seen that people can develop an emotional bond with the places they live (Vaske & Kobrin, 2001). Individuals who stay in a place for a long time develop feelings of belonging to that place, and thus the place they live in becomes a substantial part of their personality (Derrett, 2003). Space is always a source of human activities and has psychological effects that reveal related emotions this sense of belonging stems from three psychological processes: familiarity, attachment, and identity (Najafi & Shariff, 2011). Place attachment, like attachment to a person, can be conceptualized as a set of emotions and behaviors that modulate the distance of the attachment object, which is a source of protection and satisfaction and thus maintain attachment (Billig, 2006). Place dependence has recently received much scientific attention (White et al., 2008). It can be said that part of this interest stems from the fact that people have an awareness of space because of the fragility of the place-human bond due to globalization, increasing mobility, and environmental problems, and the place becomes more and more important to people (Scannell & Gifford, 2010).

Destination satisfaction can be defined as a multidimensional summary judgment that meets an individual's needs for the service quality of an environment, the physical characteristics of a place, and its social bond (Stedman, 2002). Tourist attractions of a destination determine the social and psychological interaction elements between tourists and the destination (Dredge, 2010; Ramkissoon, 2015). Relevant social and psychological factors connect individuals with space. Place attachment, originating from attachment theory (Shaver & Mikulincer, 2009), emerges as a concept that connects people to certain environments and reflects emotional and social ties (Scannell & Gifford, 2010; Raymond et al., 2011). When we look at the relationship between people and the environment from a psychological point of view, we can see that people develop an emotional bond with their place (Vaske & Kobrin, 2001). Individuals who stay in a place for a long time develop a sense of belonging to the relevant place, and thus the place they live in becomes an integral part of their personality (Hay, 1998). Place attachment is considered a set of emotions and behaviors that are sources of satisfaction, and this affects the behavioral intentions of individuals (Fullilove, 1996). At the same time, the ground effect can have an impact on visitor satisfaction. If visitor satisfaction is high, participation in pro-environmental behavior in a particular natural and cultural area can be seen because of the place effect. The cittaslow movement has been presented as an alternative to mass tourism in recent years. It aims to preserve the quality of life of both residents and tourists as another way of doing tourism with radically different principles such as a focus on local contact and nearby attractions, consumption of local products and heritage, use of clean energy, and ecological and ethical vision (Timms & Conway, 2012: 405).

Seferihisar is one of the 30 districts of İzmir in the Aegean Region. The oldest settlement in the territory of the Seferihisar district is Teos. It was founded by Cretans fleeing from the Achaeans in 2000 BC, and it was a city of the Ionians, so the region has been settled for four thousand years. It is Teos's ancient city, an important historical monument. The ancient city of Teos, dating back to 2000 BC, is one of the twelve crucial Ionian cities in Anatolia and the Aegean Islands (Soykan & Emekli, 2004: 45). Within the 386 km2 area of Seferihisar, there are ancient cities with many historical and cultural values, castles, monuments, and structures such as mosques and baths. Among them, Sığacık Castle is among the important cultural assets. Sığacık district, which is 5 km away from the center of Seferihisar, is among the places where the slow life philosophy is felt most in Seferihisar (Seferihisar City Guide, 2011: 4). The main tourist attractions of Seferihisar district are coastal tourism based on natural geographical features. However, many types of tourism have development potential in Seferihisar. In addition to natural resources, it is recommended to evaluate alternative tourism opportunities by using cultural resources and local riches together (Soykan, 2004: 163). In a study conducted by the İzmir Provincial Directorate of Culture and Tourism in 2004, activities planned for the development of tourism in Seferihisar

include 1. sea and coastal tourism, 2. thermal tourism, 3. daily recreation areas, 4. nature sports and farm tourism and 5. cultural tourism (Gür, 2004: 141). The change in the number of visitors, which can be associated with Seferihisar being classified as a cittaslow destination in 2009, can be seen from the overnight statistics in the facilities. A vital tourism activity in the Seferihisar district originates from Sığacık Marina. Established in Sığacık, "Teos Marina" has a capacity of 400 yachts and is one of the six active marinas of İzmir.

In 2009, Seferihisar joined the Cittaslow movement, which opposes globalization to unify cities. Cities that are members of this union, which has 182 members in twenty-eight countries, must develop and implement projects within the framework of the determining criteria. Seferihisar is Turkey's first Cittaslow by fulfilling the criteria set by the union, which is against globalization to unify cities and destroy their characteristics (Cittaslow, 2022). One of the aims of these theories is to determine the behavioral intentions of individuals visiting the cittaslow of Seferihisar. In related theories, it is investigated how individuals' perceptions and attitudes shape their behaviors and how this affects tourists' behavioral intentions in choosing a destination (Lam & Hsu, 2006; March & Woodside, 2005). In this study, the effect of the history, culture, calm structure, and touristic products of the seaside town of Seferihisar, Turkey's first cittaslow, on the destination satisfaction and place attachment of the visitors on the behavioral intention was investigated.

2. Literature Review

2.1. Destination Satisfaction and Place Attachment

Satisfaction can be defined as the change in attitude encountered when a person experiences a product or service (Kambiz & Saber, 2013). According to Oliver (1997), satisfaction refers to whether the performance of a product or service meets an individual's expectations. According to Hunt (1991), customer satisfaction states that "the product or service experience should meet the expectations, even at a minimum level." According to Lovelock and Wirtz (2007), satisfaction is the attitudes of individuals that include judgments after purchasing a product or service. Destination satisfaction, on the other hand, includes a multidimensional judgment about the perceived quality of an environment and whether its physical characteristics, services and social dimensions meet the needs of the individual (Ramkissoon et al., 2013). Destination satisfaction can be defined as values that provide benefits, ranging from social services to physical characteristics, created to meet the basic needs of individuals (Stedman, 2002).

Commitment refers to an emotional bond between a community, entity, object, organization, or place and an individual (Chen et al., 2014). Place attachment, on the other

hand, is defined as an emotional attachment that people attribute to certain places they feel attracted to, including tourist destinations or places of residence (Casakin & Reizer, 2017; Hidalgo & Hernandez, 2001). Place attachment emphasizes positive emotional bonds that emerge from people's interactions with a place's environment (Ramkissoon et al., 2013). The fact that people's relations with a place and their perceptions and feelings about that place are different has led to the diversification of the concept of place and the emergence of many concepts that define the relationship between the person and the place. The sense of place is a multidimensional phenomenon consisting of place identity, place attachment and place attachment (Jorgensen & Stedman, 2006). Place attachment is conceptualized as place identity, place dependence, place effect and place social bond. (Ramkissoon et al., 2013). Lewicka (2011) defines place attachment as the emotional bond or relationship people have with their environment and certain places. The meaning attributed to a place refers to the connection of individuals with a physical space, such as a city, street, cafe, or home, or identification with these places (Hashemnezhad et al., 2013). Therefore, the meaning of a place changes depending on the effects of individual, social, emotional, and political factors on the bond established with the place (Lewicka, 2010). Although the meaning of a place can vary individually, place attachment is generally examined in four dimensions: dependence, effect, social bond, and identity (Majeed & Ramkissoon, 2020). Place attachment has been defined as an individual's emotional attachment to a particular environment (Hidalgo & Hernandez, 2001) or "the degree to which an individual values and identifies with a particular environmental environment" (Moore & Graefe, 1994: 17). He argues that when a person feels strongly attached to a place, it indicates the connection between place and one's identity (Devine-Wright & Clayton, 2010; Qingjiu & Maliki, 2013). Conceptualized as place identity, this bond includes both cognitive and sensory elements and is an important part of a person's whole sense of identity (Zenker & Rutter, 2014). Place identity can be viewed as a type of social identity or the degree to which an individual internalizes membership in a particular group (Turner et al., 1987). Social bond focuses on the social context that connects individuals to their physical and cultural environments (Kyle et al., 2004). According to another definition, a social bond is defined as the emotional bond that individuals develop in their feelings about a destination together with the environmental environment (Halpenny, 2010). Hinds and Sparks (2008) stated that individuals with nature tourism experience exhibit a stronger emotional attachment to a place. This situation creates a positive psychological feeling for tourists (Korpela et al., 2009).

Chen et al. (2014), in their study to determine the effect of place attachment dimensions of residents in Sydney, Australia, Shanghai and China on satisfaction and word of mouth (WOM) behavior, found that destination satisfaction has a positive effect on place attachment. Hosany et al. (2016) determined that destination satisfaction had a positive effect on destination satisfaction in their study to determine the mediating

effects of destination satisfaction and satisfaction on the relationship between tourists' emotions and intention to recommend. Hwang et al. (2005), in their study to determine the relationship between tourist participation, satisfaction, and place attachment in Taiwan national parks, determined that satisfaction influences place attachment. Lee et al. (2012) determined that festival satisfaction has a positive effect on destination satisfaction in their study to determine the mediating effect of place attachment in the relationship between festival satisfaction and commitment to the destination hosting the festival. Ramkıssoon & Mavondo (2017), in their study to determine the relationship between satisfaction and place attachment of tourists visiting Australia and Canada, found that while satisfaction has a positive effect on place attachment dimensions, place dependence, place effect and place identity influences on social bond were determined not to exist. In the study conducted by Zenker & Rütter (2014) to determine the effect of local people's satisfaction on destination satisfaction, place brand attitude and positive citizenship behavior, it was determined that satisfaction has a positive effect on place attachment. Gautam (2022) found a positive and significant effect on destination satisfaction and place attachment in the study they carried out with Bowlby's theory to determine how satisfactory past experiences will affect place attachment, emotional experiences, loyalty, and future behaviors. Sthapita et al. (2022) found a positive and significant effect on satisfaction and place attachment in their study to determine the effects of unforgettable nature-based tourism experiences and place attachment by examining the effects of innovation, experience landscape, experience co-creation, experience intensification, and satisfaction. In the study conducted by Wang et al. (2022) to determine the effect of perceived value, satisfaction, and trust on both place attachment and tourist loyalty, it was determined that there was a significant effect on satisfaction and place attachment.

H1: Destination satisfaction has a positive effect on place dependence.

H2: Destination satisfaction has a positive effect on place identity.

H3: Destination satisfaction has a positive effect on place effect.

H4: Destination satisfaction has a positive effect on social bond.

2.2. Behavioral Intention

The intention is defined as making plans according to the target situation in the minds of individuals, thinking ahead, making decisions for themselves, and activating their will and minds to achieve their goals (Hooda et al., 2022). Behavior, on the other hand, can be defined as the situations that direct the attitudes and choices of individuals in society (Kim, 2022). Oliver (1997: 392) defined behavioral intention as a deeply held commitment to repurchase or re-own a preferred product/service consistently

in the future. Fishbein and Ajzen (1972) define behavioral intention as a subjective probability of how a person will perform a behavior and as the strategic level at which an individual performs certain behaviors. Behavioral intentions are used in the tourism industry to predict tourists' needs and to measure tourists' intentions to value time and space (Ratnasari et al., 2020). It can be said that individuals whose desires are met create loyalty to the relevant place, revisit the destinations they visit, and recommend them to others (Liu et al., 2005).

Chow et al. (2019), in their study to determine the effects of place attachment on environmentally sensitive behavioral intention and the satisfaction of Chinese nature-based tourists, determined that place dependence, place effect and place identity, which are destination satisfaction dimensions, have a positive effect on environmentally sensitive behavioral intention, while social bond has no effect. Loureiro (2014) determined that place attachment has a positive effect on behavioral intention in his study to determine the role of rural tourism experience economy in place attachment and behavioral intentions. In the study conducted by Ramkisson and Mavonda (2016) to determine the effect of satisfaction and place dependence on behavioral intention, it was determined that while destination satisfaction has a positive effect on place dependence, place identity and place effect, which are dimensions of place attachment, have a negative effect on social bond. At the same time, it was determined that place attachment had a positive effect on behavioral intention. Ramkissoon (2015) stated that place attachment is a strong predictor of behavioral intention in his conceptual study to determine the relationships between authenticity, satisfaction, place attachment and behavioral intention for cultural tourism in African island economies. Tsai (2016) found that place attachment has a positive effect on behavioral intention in his study to determine the effect of Unforgettable Tourist Experiences While Consuming Local Foods and place attachment on behavioral intention. In their study conducted by Wong and Lai (2015) to determine the relationship between place attachment and behavioral intention, it was determined that place dependence from a place attachment dimension and place effect had a positive effect on behavioral intention, while place identity and social bond had no effect on behavioral intention. Wang et al. (2022), in the study conducted by Yellow Crane Tower in Wuhan, Hubei Province, China, to investigate the relationships between VR panoramic video virtual reality tourism participation (VRTI), place attachment and behavioral intentions, found that place attachment has a positive and significant effect on behavioral intention. To promote environmentally responsible behavioral intentions (TERBI) in individuals in Hangzhou, the ownership route was examined based on the theory of planned behavior, with perceived environmental responsibility and place attachment as mediators. The study determined that place attachment had a positive and significant effect on behavioral intention. Building on protection motivation theory (PMT), a study of threat and coping assessments, personal experiences, and demographics, as well as how place attachment and negative emotions

relate to behavioral intentions to reduce exposure to flood risks in southern Louisiana, has shown that place attachment influences behavioral intention. It has been found that there is a significant positive effect.

H5: Place dependence has a positive effect on behavioral intention.

H6: Place identity has a positive effect on behavioral intention.

H7: Place effect has a positive effect on behavioral intention.

H8: Social bond has a positive effect on behavioral intention.

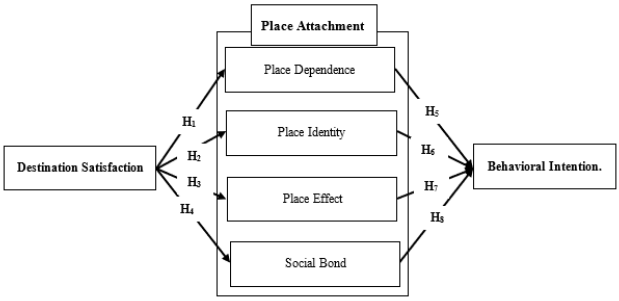

Figure 1: *Research Model Recommendation*

3. Method

This study aims to determine the effect of destination satisfaction and place attachment on behavioral intention. The questionnaire form prepared in line with the purpose of the research was applied to the tourists visiting Seferihisar, Turkey's first cittaslow. The convenience sampling method was chosen over the non-probability sampling method in the research. Convenience sampling is a non-random sampling method in which the sample to be selected from the population is determined by the researcher's judgment. In convenience sampling, data is collected from the population in the easiest, fastest, and most economical way (Aaker et al., 2007: 394). In this framework, one of the aims of the study was to determine whether the findings obtained by the convenience sampling method represent the central mass, and the other aim was to determine whether the words in the scale items with frequency expressions changed according to the person and the subject of the research. Both results were found to be suitable for easy sampling. At the same time, the appropriate sampling method was chosen due to certain limitations (such as place, place, time, and fees) while conducting the research. Questionnaires were collected through face-to-face (258) and online (170) environments between 10 May and 21 August 2022, and 428 questionnaires were analyzed. Seferihisar is home to many historical and cultural values, ancient cities, castles and monuments, mosques, and thermal springs. Seferihisar's Sığacık Castle and Teos are two of the most important cultural objects. Teos Ancient City was among

the most important port cities of its time. It is seen that the process that started with the cittaslow status of the district in 2009 accelerated, the tourism infrastructure developed accordingly, and the efforts to bring together sea tourism and cultural tourism with emphasis on local characteristics increased. With the participation of Seferihisar as the 129th member of the Cittaslow network in 2009, many projects were implemented in the region and changes were made according to the Cittaslow philosophy. In addition, since Seferihisar is the first cittaslow in our country, it is closely related to the concept of cittaslow in the eyes of visitors and potential visitors.

The questionnaire form used in the research consists of two parts. In the first part, the questions used to explain the demographic characteristics of the participants were included categorically. In the second part of the questionnaire, items measuring destination satisfaction, place attachment and behavioral intention were included. The research used a scale consisting of 5 items created by Chen et al. (2014) to measure destination satisfaction. Place attachment was measured using a 12-item scale developed by Han et al. (2019), which consists of four dimensions. A 5-item scale developed by Peruguni & Bagozzi (2001) was used to measure behavioral intention. The research model was tested using the Smart PLS statistical program. The complexity of the research model, the multivariate data, and the need to use formative indicator structures justifies the use of Smart PLS-SEM. PLS Road models are formally described by two sets of linear equations, the inner model and the outer model. While the internal model specifies the relationships between unobserved or latent variables, the outer model specifies the relationships between a latent variable and its observed indicators or explicit variables (Hair et al., 2022). Structural equation modeling techniques were used on the data collected in the research. Cronbach's Alpha, rho_A for measurement model reliability; Composite Reliability (CR) for internal consistency; Average Explained Variance (AVE), HTMT values, and cross-loading values for discriminant validity; goodness-of-fit values (SRMS, d_G, d_ULS, NFI, rms_Theta, X^2, GoF); and PLSc algorithm followed by bootstrapping techniques were used to determine path coefficients (InnerVIF, *f2*, R^2, Q^2), loads and significant levels. Finally, the measurement model was calculated using the structural model evaluation analysis.

4. Results

Demographic findings related to the characteristics of the tourists participating in the research were examined. Of the participants, 69.2% are female, 30.8% are male; 52.7% are single, 47.3% are married; 59% are in the age range of 26-25, 0.5% are in the age group of 61 and above; 45.7% of them are at university level and 2.6% at secondary school level; 45.9% of them are low-income, 4.9% of them are individuals with very high income.

Table 1

Demographic Findings

Variables	Category	N	%
Gender	Female	296	69.2
	Male	132	30.8
Marital Status	Married	203	47.3
	Single	225	52.7
Age	18-25 Age	27	6.5
	26-35 Age	253	59.0
	36-45 Age	67	15.6
	46-55 Age	59	13.8
	56-60 Age	20	4.7
	Age 61 and above	2	0.5
Education Level	Middle School	11	2.6
	High School	125	29.1
	University	195	45.7
	Master's Degree	86	20.0
	PhD	11	2.6
Income Perception	Very Low	24	5.6
	Low	196	45.9
	Middle	129	30.1
	High	58	13.5
	Very High	21	4.9

A tetrad analysis (Confirmatory Tetrad Analysis) (CTA) was performed on the scales of the model (Gudergan et al., 2008), and it was determined that all the variables had a "0" value in their confidence intervals and they showed reflective properties. PLSc was used in the analysis phase (Hair et al., 2021). First, confirmatory factor analysis (CFA) was performed to test the reliability and validity of the scales. According to Table 2, the factor loads of all scales included in the study were found to be greater than 0.5 ($p<0.01$). The reliability analysis, Cronbach's Alpha and rho_A values were found to be higher than 0.70, the Composite Reliability (CR) value for the consistency analysis was found to be higher than 0.70 (Nunnally, 1978), and the Average Explained Variance (AVE) value was also found to be higher than 0.70 (Bagozzi & Yi, 1988; Gefen et al., 2000).

Table 2

The Results of Validity and Reliability Analysis of Scales

Items	λ	a	rho_A	CR	AVE
Behavioral intention					
I will make an effort to revisit the cittaslow in the near future	0.801	0.904	0.905	0.904	0.653
I have the intention to revisit the cittaslow in the near future	0.767				
I plan to revisit the cittaslow in the near future	0.829				
I will spend time and money to visit the cittaslow in the near future.	0.828				
I'm ready to revisit the cittaslow in the near future.	0.816				
Destination Satisfaction					
I am satisfied with my decision to visit the cittaslow.	0.827	0.924	0.925	0.924	0.709
It was a wise choice to visit the cittaslow.	0.861				
I did the right thing as I visited the cittaslow.	0.801				
I am happy to have visited the cittaslow.	0.849				
I enjoyed visiting the cittaslow.	0.871				
Place Attachment					
Place Identity					
Visiting the cittaslow says a lot about who I am.	0.652	0.889	0.927	0.898	0.751
I feel the cittaslow is a part of me.	0.955				
I identify strongly with the cittaslow.	0.957				
Place Dependence					
The cittaslow most provides the setting and facilities for the activities I enjoy.	0.966	0.955	0.956	0.955	0.876
Leisure activities in the cittaslow are more important than elsewhere.	0.908				
For what I love to do, I can't imagine anything better than the ambiance and amenities the cittaslow provides.	0.932				
Place Effect					
I am very attached to the cittaslow.	0.818	0.897	0.900	0.898	0.746
I like traveling to the cittaslow more than any other place.	0.899				
I get more satisfaction from visiting cittaslow than visiting other cities.	0.872				
Social Bond					
Most of my friends/family prefer the cittaslow to other places.	0.878	0.875	0.882	0.875	0.702
I have very good memories with my friends/family in the cittaslow.	0.883				
Visiting the cittaslow allows me to spend time with my family/ friends.	0.745				

As indicated in Table 2, Fornell Larcker and HTMT values were examined to ensure discriminant validity, the square root of AVE was tested against correlations of the construct with other constructs in the model (Fornell & Larcker, 1981), and the square root of all AVE with other variables were found to be higher than the correlation loads. Therefore, it was determined that the discriminant validity for the measurement model was at a sufficient level.

Table 3

Fornell Larcker Criteria and Heterotrait-Monotrait Ratio (HTMT)- Matrix

√AVE							**HTMT**					
	DN	**DM**	**YK**	**YB**	**YE**	**SB**	**DN**	**DM**	**YK**	**YB**	**YE**	**SB**
DN	**0.808**						-					
DM	0.543	**0.842**					0.541	-				
YK	0.543	0.472	**0.867**				0.542	0.475	-			
YB	0.546	0.501	0.249	**0.936**			0.543	0.501	0.253	-		
YE	0.762	0.440	0.489	0.568	**0.864**		0.764	0.441	0.490	0.569		
SB	0.355	0.464	0.353	0.521	0.408	**0.838**	0.361	0.459	0.359	0.518	0.411	-

DN: Behavioral Intent; DM: Destination Satisfaction; YK: Place Identity; YB: Place Dependence; YE: Place Effect; SB: Social Bond

Note: √AVE represents the square root of the average variance extracted, while the other inputs represent correlation loads.

When the HTMT results of the scales were examined, it was determined that each value was below 1.00. It was determined that the correlation value averages of the variables were below 1.00. It was determined that the second stage of discriminant validity was achieved (Franke & Sarstedt, 2019) (See Table 3).

Table 4

Cross Loadings Values

	Behavioral Intent	**Destination Satisfaction**	**Place Identity**	**Place Dependence**	**Place Effect**	**Social Bond**
DN1	**0.801**	0.346	0.499	0.317	0.630	0.339
DN2	**0.767**	0.332	0.427	0.308	0.638	0.320
DN3	**0.829**	0.497	0.417	0.518	0.620	0.265
DN4	**0.828**	0.485	0.431	0.527	0.601	0.264
DN5	**0.816**	0.525	0.421	0.524	0.594	0.252
M1	0.432	**0.827**	0.392	0.416	0.387	0.358
M2	0.433	**0.861**	0.405	0.425	0.400	0.386
M3	0.456	**0.801**	0.367	0.429	0.331	0.371
M4	0.455	**0.849**	0.386	0.433	0.338	0.434
M5	0.509	**0.871**	0.434	0.408	0.392	0.403
YK1	0.332	0.333	**0.652**	0.194	0.323	0.284
YK2	0.516	0.453	**0.955**	0.205	0.470	0.308
YK3	0.537	0.432	**0.957**	0.250	0.462	0.330
YB1	0.527	0.485	0.261	**0.966**	0.536	0.498
YB2	0.487	0.464	0.214	**0.908**	0.526	0.481
YB3	0.518	0.458	0.223	**0.932**	0.532	0.485
YE1	0.591	0.415	0.378	0.465	**0.818**	0.311
YE2	0.692	0.384	0.456	0.478	**0.899**	0.350
YE3	0.688	0.344	0.430	0.528	**0.872**	0.393
SB1	0.257	0.448	0.283	0.455	0.314	**0.878**
SB2	0.303	0.418	0.339	0.493	0.347	**0.883**
SB3	0.341	0.288	0.262	0.353	0.371	**0.745**

DN: Behavioral Intent; DM: Destination Satisfaction; YK: Place Identity; YB: Place Dependence; YE: Place Effect; SB: Social Bond

In the study, the cross-loading values and measurement items of each structure were examined, and it is expected that the correlation loads between the expressions of each scale should be higher than the correlation loads of the other expressions, and it is argued that the cross-loading value of the relevant expressions should be greater than 0.7. (Costello & Osborne, 2005; Hair et al., 2019). It has been determined that the cross-loading values of the research are greater than 0.7 and the final stage of discriminant validity is provided (See Table 4).

Table 5

Research Model Goodness of Fit Values

	Model	**Critical Value**	**References**
SRMR	0.064	0.08	Hu & Bentler, 1998
d_ULS	1.045	0.05	Henseler & Sarstedt, 2013
d_G	0.824	0.05	
X^2	2,106.604	-	Dijkstra & Henseler, 2015
NFI	0.774	0.80	Lohmöller, 1989
rms_Theta	0.221	0.12	
GoF	0.475	0.36	Tenenhaus et al., 2005

GoF= √AVE Mean *R^2 Mean

Partial least squares path analysis (CB-SEM) was used in the research. Goodness-of-fit values for CB-SEM consist of inconsistency between empirical and model-implied (theoretical) covariance matrices (Bollen, 1989). The SRMR (Standard Root Mean Square) value should be less than 0.08 (Hu & Bentler, 1998). To test the mismatch of the variables in the model, two different goodness values were examined, these values are d_ULS (Euclidean distance) and d_G (geodetic distance). It is stated that the relevant values should be in the 95% confidence interval (Dijkstra & Henseler, 2015). NFI (Normed Fit Index) needs to be 0.90 and above to represent the acceptable fit and is accepted as the "degrees of freedom" adjusted version of NFI (Lohmöller, 1989). For this reason, a value comes to the fore in solving the parameter increase problem. The GoF criterion, another goodness-of-fit value, is examined to define the overall predictive power of the research model (Tenenhaus et al., 2005). It focuses on the inconsistency of the GoF value between the observed (in the case of open variables) or approximate (in the case of latent variables) values of the dependent variables and the values predicted by the model in question (Tenenhaus et al., 2005). A GoF value greater than 0.36 indicates that the model fits well (Henseler & Sarstedt, 2013). Model goodness of fit values (X^2=2106.604, SRMR=0.064, NFI: 0.774, d_ULS=1.045, d_G=0.824, rms_Theta=0.221 and GoF=0.475) were found to be sufficient (See Table 5).

Blindfolding analysis was performed to calculate the linearity path coefficients (R^2), effect size (*f2*), and predictive power (Q^2) of the model.

Table 6

Structural Model Analysis Results

	Inner VIF					*f2*					R2	Q²
	DN	YK	YB	YE	SB	DN	YK	YB	YE	SB		
DM		1.000	1.000	1.000	1.000		0.286	0.336	0.240	0.274		
YK	1.387					0.120					0.223	0.152
YB	1.762					0.066					0.251	0.202
YE	1.826					0.468					0.193	0.132
SB	1.485					0.007					0.215	0.133
DN											0.643	0.391

DN: Behavioral Intent; DM: Destination Satisfaction; YK: Place Identity; YB: Place Dependence; YE: Place Effect; SB: Social Bond

When the VIF (Variance Inflation Factor) values were examined in the structural equation modeling process of the research model, it was understood that the relevant values were below 5 and there was no linearity problem (Hair et al., 2017). It is seen that the effect size coefficients (*f2*) are between 0.007 and 0.468. When the R^2 values obtained from the model were examined, it was determined that they were between 0.193 and 0.643. The predictive power coefficients (Q^2) calculated for the endogenous variables should be greater than zero, and it has been determined that the research model has the predictive power of the related variables (Hair et al., 2017) (See Table 6).

Table 7

PLS Predict Analysis Results

	PLS-MAE				LV-MAE			
	RMSE	MAE	MAPE	Q²_predict	RMSE	MAE	MAPE	Q²_predict
DN4	1.193	0.940	46.762	0.197	1.172	0.907	43.725	0.225
DN2	1.259	1.008	48.852	0.098	1.264	1.014	48.815	0.091
DN1	1.265	1.038	48.829	0.107	1.266	1.031	48.510	0.104
DN3	1.210	0.949	47.397	0.207	1.192	0.910	44.572	0.230
DN5	1.225	0.973	50.628	0.222	1.189	0.904	45.503	0.268
YB3	1.169	0.832	43.348	0.188	1.177	0.838	43.701	0.178
YB2	1.122	0.828	38.248	0.194	1.131	0.826	38.304	0.181
YB1	1.145	0.864	42.209	0.211	1.151	0.864	41.937	0.203
YE1	1.246	1.011	48.521	0.152	1.252	0.999	47.857	0.143
YE2	1.285	1.010	50.001	0.129	1.277	1.005	49.425	0.139
YE3	1.280	0.992	49.751	0.101	1.281	0.988	49.893	0.099
SB3	1.244	1.004	50.368	0.167	1.238	0.990	49.743	0.175
SB1	1.343	1.075	54.861	0.096	1.353	1.085	55.630	0.083
SB2	1.237	0.984	48.133	0.184	1.245	0.980	47.957	0.172
YK2	1.202	0.935	45.188	0.154	1.187	0.911	44.023	0.176
YK1	1.162	0.868	43.770	0.176	1.144	0.837	41.457	0.202
YK3	1.272	0.966	47.823	0.060	1.267	0.960	48.166	0.068

DN: Behavioral Intent; YK: Place Identity; YB: Place Dependence; YE: Place Effect; SB: Social Bond

Absolute error value (MAE) (PLS Predict) was analyzed to examine the mean error size of the results of endogenous variables and to reveal the differences between them. When the PLS-MAE and LV-MAE values of the dependent variables were compared,

it was determined that the LV-MAE values had a higher ratio than the PLS-MAE value. In addition, it was determined that the predicted values of PLS and LV Q^2 were higher than 0. Accordingly, it has been determined that the model's predictive power is high (Hair et al., 2019) (See Table 7).

Table 8

Structural Equality Model Results

HYPOTHESES		ß	$\bar{X}$	S.D.	t	p	R
H1	Destination Satisfaction-> Place Identity	0.472	0.469	0.056	8.441	0.000*	√
H2	Destination Satisfaction -> Place Dependence	0.501	0.506	0.058	8.583	0.000*	√
H3	Destination Satisfaction -> Place Effect	0.440	0.444	0.059	7.432	0.000*	√
H4	Destination Satisfaction -> Social Bond	0.464	0.468	0.063	7.369	0.000*	√
H5	Place Identity -> Behavioral Intention.	0.244	0.247	0.061	4.023	0.000*	√
H6	Place Dependence -> Behavioral Intention.	0.204	0.201	0.072	2.821	0.005*	√
H7	Place Effect -> Behavioral Intention.	0.553	0.552	0.074	7.516	0.000*	√
H8	Social Bond -> Behavioral Intention.	-0.063	-0.060	0.066	0.953	0.311	*X*

ß= Beta, $\bar{X}$=Arithmetic Mean, S.D.=Standard Deviation, t=significance value, p=significance value, R=Result, p<0.05*

According to the results of the structural equation model, destination satisfaction was determined by place identity (ß=0.472, p<0.05), place dependence (ß=0.501, p<0.05), place effect (ß=0.440, p<0.05) and social bond (ß=0.464, p<0.05), the hypotheses H_1, H_2, H_3, and H4 were accepted. Place identity (ß=0.244, p<0.05), place dependence (ß=0.204, p<0.05), and place effect (ß=0.553, p<0.05) have a positive effect on behavioral intention. It was determined that social bond (ß=-0.063, p>0.05) had no effect on behavioral intention. Therefore, H_5, H_6 and H_7 hypotheses were accepted and the H_8 hypothesis was not accepted.

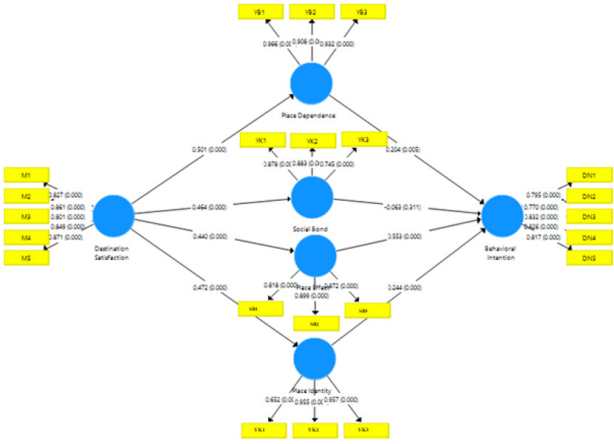

Figure 2: *Research Model Result*

5. Conclusion, Discussion and Recommendations

In the study, the individual characteristics of the participants were examined, and 69.2% were women, 52.7% were single, 59% were between the ages of 26-35, 45.7% were university graduates, and 45.9% had a low income. individuals appear. It has been determined that the reliability, validity, business consistency, and compliance validity of the scales of destination satisfaction, place attachment, and behavioral intention in the research are at sufficient levels, the goodness of model fit is at an acceptable level, and the structural model results are at appropriate levels. Based on the results of the road analysis, destination satisfaction has a positive impact on place identity, place dependence, place attachment, and social bond. Therefore, hypotheses H_1, H_2, H_3, and H_4 are accepted. Accordingly, customer satisfaction is an inherent feature of tourism and creates an understanding that an object or destination is in a unique location. Tourist satisfaction is evaluated based on the authenticity of the culture or region and the overall experience of the destination. Therefore, the effectiveness of promotional tools can be impacted if the destination fails to meet tourists' expectations for authenticity and experience. It may cause the region to exceed it carrying capacity and be destroyed. Like the research results, Chen et al. (2014) found that destination satisfaction positively affects place attachment. Hosany et al. (2016) determined that destination satisfaction positively affects place attachment. Hwang et al. (2005) determined that satisfaction affects place attachment. Lee et al. (2012) determined that festival satisfaction positively affects place attachment.

In summary, the spatial loyalty of tourists is a feature inherent in tourism objects and creates an understanding that an object or destination has its characteristics. It has been determined that place identity, place addiction and place effect positively affect behavioral intention, while social affiliation does not. Based on this result, it can be stated that spatial attachment positively increases the spatial satisfaction of tourists. The better environment and opportunities provided by slow cities and the preference of Seferihisar for activities create a bond, allowing the visitor to feel a part of it and identify himself by identifying with cittaslow. All these show that visitors do the right thing when they visit the relevant destination. They provide destination satisfaction because they are satisfied and happy with the decision they are visiting. Therefore, H_5, H_6, and H_7 hypotheses were accepted, and H_8 hypothesis was not accepted. According to these results, spatial loyalty is the image, expectation, preference, belief, etc., of the objects visited by tourists or tourism producers. It means being characterized by its properties. The authenticity of the original experience and the visitor can have a positive impact by supporting each other, as it expresses commitment reflected in perspective. In this way, the level of satisfaction can be better explained. At the same time, it would be welcome to support intercultural social relations by increasing interactions with local people to create positive destination dependencies and local social

bonds. Similar to the results of the research, Ramkisson and Mavonda (2016) found that destination satisfaction has a positive effect on place dependence, place identity, and place effect, while it harms social bonds. At the same time, it was determined that place attachment had a positive effect on behavioral intention. Ramkissoon (2015) stated that place attachment strongly predicts behavioral intention. Tsai (2016) found that place attachment positively affects behavioral intention. Wong and Lai (2015) determined that place addiction and place effect positively affect behavioral intention, while place identity and social affiliation have no effect on behavioral intention. It can positively affect their intention to revisit their future travels. The increase in people's life expectancy in a particular place makes their environment more attractive over time and increases their environmental belonging. These positive feelings in the living environment positively affect people's neighborhood relations at the individual level and social relations at the social level. Over time, these attachments to the physical and social environment reduce people's desire to move from their environment. One of the critical factors affecting people's attachment to a place is their opinions about the destination. It gives a kind of relaxation feeling that has positive feelings towards the relevant destination and provides a more psychological attachment to the place. At the same time, this increases the belonging to the living environment and leads to the desire to move from the living environment.

As a result, the better environment and facilities provided by Seferihisar had a positive effect on satisfaction and, as a result, behavioral intention. At the same time, it shows that the visitors who are satisfied with the visit decision provide space satisfaction. In this regard, by adopting different strategies, cittaslow cities will make small contributions to the positive feelings of the visitors toward the environment. They will ensure the transfer of cittaslow to future generations by protecting them. The better environment and facilities provided by Seferihisar and providing more information about the natural environment of the cittaslow will positively affect visitors. In particular, the presence of unique historical monuments in Seferihisar will positively affect visitors' environmental and behavioral intentions by encouraging them to exhibit pro-environmental behaviors. The managers' use of elements that will activate the environmental and behavioral intentions of the visitors in the promotion of the destination will increase the likelihood of being revisited in the future by providing satisfaction. This research has been limited to the slow city of Seferihisar, and domestic and foreign tourists visiting destinations in different regions in Turkey can be included in the study in future research.

The study examined the effect levels on variables related to destination satisfaction, place attachment and behavioral intention. In future studies, the effects of different variables on behavioral intention can be examined. For the slow city network of the Seferihisar district, public institutions and private enterprises can carry out activities in a coordinated manner in promotion, advertising, and marketing activities. While

promoting Seferihisar, destination marketers/managers can highlight its spatial loyalty features. Researchers can compare the slow city of Seferihisar with the studies they will do in different touristic destinations. Another limitation of the study is related to the number of samples. Quantitative evaluation of results with a larger sample will contribute to future studies. The foundation of a city brand should be established by identifying and unlocking the potential for originality. Slow cities in Turkey should preserve their unique destination image, touristic elements, and authentic values in the best way possible. At the same time, tourists need to be conscious and educated about the meaning and purpose of the slow city movement. Therefore, training and seminars should be given to tourists to make tourism conscious.

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RESEARCH ARTICLE / ARAŞTIRMA MAKALESİ

Mary Parker Follett's Footprints in the Management Principles of Today and the Future

Nurcan Akbaş[1], **Bahar Taner**[2]

Abstract

Mary Parker Follett's management philosophy and principles at the beginning of the 20th century exhibit the characteristic of management models of the past, present and future, and they appear to be linked to current theories of management. The aim of this research is to define the connection between Mary Parker Follett's management philosophy and past, present and expected future management approaches and to make a contribution to the science of management in this sense. For this purpose, this study seeks to investigate the relationship between, and similarities of, Follett's management principles of those of matriarchal societies as the first social structures inancient times. The study also seeks to evaluate the basic concepts of management theories which have emerged since the industrial revolution. A narrative approach was applied in this study. The research findings indicate that Mary Parker Follett's management philosophy serves as a link between the management practices of the past, present and future and presents solutions to today's organizational, industrial, societal and international management problems. Through adopting Follett's management philosophy, humanity might be able to open the doors to a world with more freedom, peace, justice, equality and sharing. This in turn might give way to more happiness, more peacefulness, and high value of creativity in society.

Keywords

M. P. Follett, Management, Power, Conflict. Integration, Ethics

Jel Codes: M19

1 **Corresponding author:** Nurcan Akbaş, (Dr.), Mersin Üniversitesi, S.B.E. İşletme A.B.D., Mersin, Türkiye, email: nakbas07@mersin.edu.tr, ORCID: 0000-0002-6871-6449

2 Bahar Taner, (Prof. Dr.), Toros Üniversitesi, Güzel Sanatlar, Tas. ve Mimarlık Fak., Gastronomi ve Mutfak Sanatları, Mersin, Türkiye, email: bahar.taner@toros.edu.tr, ORCID: 0000-0002-4169-6716

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The activity of co-creating is
the core of democracy,
the essence of citizenship,
the condition of world-citizenship.

Birlikte yaratma etkinliği
demokrasinin temeli,
vatandaşlığın özü, dünya
vatandaşlığının koşuludur.

Introduction

Mary Parker Follett (1868-1933) was a management scientist who made important contributions to the democratic and participatory management of organizations, societies and countries. In Follett's time the classical management school (1880-1930) and the neoclassical management school (1930-1960) emerged. The three approaches within the classical management school were the scientific management approach based on more effective and efficient exploitation of labour and machines by scientific perspective, the process management approach formed on the notions of envisagement of a good organization, and the bureaucratic management approach based on organizational design and structure. The neoclassical management school is essentially a human relations approach based on the importance of human behavior and the human element at work.

The scientific management approach, also called Taylorism, was an important part of the classical management movement. Taylorism and Fayolism movements went through a process that complemented each other in 1925 and took their place in the management field. Elton Mayo, who started the human-focused management movement with Hawthorne research, produced a study on the facts underlying employee behavior (Berber, 2013).

A review of the literature reveals the widespread view that Follett put forward a management philosophy far beyond the management views that were common in her time and that she formed the basis of both today's management principles and those of the future (Newman & Guy, 1998). Although Follett was confronted with a classical management approach that identifies humans with machines in a masculine-dominated society and advocates a rational, ideal and effective structure that does not change according to individuals in organizations (Koçel, 2010, p. 226), her views point to the present and the future, and she still leads the way (Héon, Damart & Nelson, 2017, p. 1).

The patriarchal management approach which carries the features of a male dominant society came into existence in 3500 BC and extends from written history to the present. It excludes women from a society which is dominated by men (Berktay, 2010, p. 19). In patriarchal management, there is a history of management written by men, in favour of men and about men, and these masculine discourses are still valid today (Ağlargöz, 2018, p. 12).

Metcalf and Urwick state that Follett defines the basic problems of society and uses a creative and strong explanation in her works while adapting social sciences to

society, government, sectoral management and organizations with a keen foresight and dedication to human nature. Although Follett wasn't an active businesswoman in the business world, Metcalf and Urwick note that her clear and guiding ideas offer peerless improvements and valuable approaches to human relations issues and organizations. The many industry leaders she came into contact with made the following comments about her: "*Follett's concepts are ahead of her time and still ahead of current management thinking, are a goldmine for anyone who has problems establishing and maintaining cooperation in the running of an organization, and contain extraordinarily simple and clear statements*" (Metcalf & Urwick, 1942).

Although she lived at the beginning of the twentieth century, it is stated by leading management theorists that Follett unveiled today's contradictions and dilemmas for managers, made recommendations for their solution, and played a leading role in management. We can see this in the explanations of Drucker, Graham and Kanter. Management approaches after Follett confirm that Follett was a "*management phenomenon*" (Drucker, 1995, p. 1). If there had been studies that had taken into account her ideas from the beginning to the present, the process of formation of management movements could have been faster (Graham, 1995). Today, when we face various management dilemmas, Kanter proposes Follett's philosophy for changing management and creating the ideal organizations of the future (1995).

For example, according to Follett's proposed state law, an invisible leader is one who activates the basic concepts of power, integration and coordination together, and enables followers to join the leadership by facilitating their participation in the group (Metcalf & Urwick, 1942: 288; Follett, 1949;). Follett introduced the concept of the invisible leader who frees subordinates to make decisions, implement and control, thus becoming the person consulted. According to Follett, anyone who has the necessary competencies for the current conditions can be a leader (McLarney & Rhyno 1999: 294).

For Metcalf and Urwick, the management philosophy that Mary Parker Follett built is impressive and straightforward. It is remarkable that this management philosophy has a fundamental importance and value in solving national and international problems of the past, present and future, and that it contains enormous depth. According to Follett's philosophy, in a lasting society a continuously productive industrial organization must be based on the motivation of the individual and the group. Follett fought for the organization and governance of groups, industries, states and nations with honesty, equality and justice. She also fought for the realization of the democratic way of life and the integration of different perspectives. According to Follett, differences should be integrated and unity should be achieved. For this, the individual should be integrated, mobilized and directed both with his/her group and society (Metcalf & Urwick, 1942). In this respect, it is seen that the main duty and responsibility given to managers is to

strengthen, motivate and integrate individuals, groups and stakeholders on the basis of democracy, equality, justice and cooperation.

In Follett's philosophy, it is very important to identify and satisfy the desires and wishes that motivate the individual and the group; management should embrace the differences. Follett associates the science of management with the practices of managers who try to find solutions to problems, and gives social messages for the acceptance of differences. "*We must face life as it is and understand that differences are its most essential feature. ... Fear of differences is actually fear of life itself*" (Follett, 1924, p. 232).

As can be seen from the explanations made so far, as early as the beginning of the 20th century Mary Parker Follett had described the management of today and even of the future. Follett's explanations are far beyond the scientific management, process management, bureaucratic management, and human relations approaches that were popular during her lifetime and which continued after her death. It might also be thought that Follett's management philosophy based on equality, justice and participation bears similarities with the management structure of female-dominated matriarchal societies based on maternal lineage dating back to the prehistoric era or to a period prior to written history.

There are several articles claiming that Follett's philosophy explains the past and the future and these have focused on a certain topic rather than on a general point of view that follows Follett's traces in management approaches from the past to the present. In general, it is stated in the studies that Follett offers and guides a perspective far ahead of her time, but these perspectives are limited in content by focusing on a single approach. For example, this limitation is seen in important studies that relate Follett's philosophy with power, freedom and authority (Melé, D., & Rosanas, 2003), stakeholder theory (Schilling, 2000), leadership approach (Monin & Bathurst, 2008; Gibson & Deem, 2016), organizational behavior (Parker, 1984), visionary leadership and strategic management (McLarney & Rhyno, 1999), and empowerment (Eylon, 1998).

Purpose, Data and Method

The following issues are noteworthy in terms of management literature about Mary Parker Follett:

1. Revealing today's contradictions and dilemmas for managers and making recommendations for their solution,

2. Limited studies that focus on her ideas from the time in which she lived until today,

3. Various opinions about the rate of formation of management approaches being adversely affected because their ideas and explanations are not sufficiently taken into account.

It is possible that by examining Follett's management philosophy and tracing her footprints in the past, current management approaches might make significant contributions to those of the future. The aim of this research is to reveal the relationships between approaches and to contribute to the science of management by tracing Mary Parker Follett's management approach within past, present and future management approaches. In the research, a narrative approach was adopted for three chronological processes in management: before Follett, the period in which Follett lived, and after Follett. The narrative plot is below:

- Follett's management approach
- The traces and relation of the management approach of matriarchal societies in Mary Parker Follett's philosophy
- Traces of Follett's philosophy in later management approaches
- Follett's recommendations for management in the future.

The secondary information sources that constitute the data sources of the research are the main works prepared by Follett as well as the books, articles, other works and web resources of various authors about Follett.

In the analysis process of the research, the traces of Follett's management approach in past and present management approaches as well as their relations with expected management approaches in the future were explained, and judgements were made on the basis of the comparative tables. Several factors were taken into account in the selection of the chronological processes before and after Follett in the narrative plan as shown in the following section.

For an understanding of past management, matriarchal management practices dominated by women in ancient times were preferred. The factors that play a role in this preference are that management practices are as old as social life (Baransel, 1993, p. 5), that matriarchal societies are the first hierarchical and naturally organized form of social management (Fişek, 2015, pp. 50-51), that matriarchal societies are as old as social life (Baransel, 1993, p. 5), and that their values of freedom, equality, fraternity, sharing and moral values (Engels, 1978; Morgan, 1969 II) are similar to the management philosophy of Follett (Follett, 1918; 1924; Metcalf & Urwick, 1942). Follett (Metcalf and Urwick, 1942) developed a universal perspective by combining her interest in religion, music, painting, nature, history and travel with management principles. From

this perspective, together with industry, state and nation management, she offers a socio-economic-political order in which every individual can have the opportunity to use the life, growth and development capacity given to her/him by God to the full.

Follett (1868–1933) explained her management philosophy in the 19th and 20th centuries. Matriarchal societies were artificially destroyed in about 3000 BC and after that societies were ruled by heroic kings and commanders who fought and conquered for centuries. Administration was viewed as an apprenticeship based on intuition and experience and as an art that could be learned, but not as a science (Baransel, 1993:105). It may be stated that these management practices, which are based on social classes, slavery and male domination and created in an artificial way, do not have anything in common with Follett's libertarian and egalitarian management philosophy.

Later with the invention of the steam engine, the industrial development (1760-1840), which was the most important landmark in the progress of management science, revealed the need for management science and management theories (Baransel, 1993:105). On this basis, this study examines the connection between the management theories from the industrial revolution to the present and Follett's management philosophy.

Searching for the traces of Follett in the huge body of knowledge that has emerged since the industrial revolution may be too wide to fit into the content of a single article. For this reason, a general point of view was developed on the basis of the comparative tables by comparing the characteristics and key concepts of management approaches with the definitions in Follett's philosophy.

The research is restricted to the data and comments provided by the literature. In the narrative plan which follows here Follett's management philosophy is first introduced.

Mary Parker Follett and Her Management Philosophy

Mary Parker Follet's ideas and work should not be considered under one school of thought as they are applicable to different fields. In Follett's view of philosophy, we can see an understanding of social work, activism, laborers, politics and management. The contribution from various disciplines such as psychology, social sciences, politics, economics, biology, mathematics, physics, chemistry, philosophy and art can easily be seen in her studies (Metcalf & Urwick, 1942). She does not discriminate between public and private sector management in her works. Follett believes that the essence of good management lies in the integration of individuals and groups. Follett's contribution to management science is of great importance, especially in terms of conflict resolution and group processes.

Mary Parker Follett was born in 1868 in Boston, Massachusetts. She received her primary education at Thayer Academy, then at Radcliff College, also called Harvard's

women's extension, where she studied economics, politics, and philosophy. Follett dedicated her life to researching the psychological aspects of individual behavior and the foundations of public administration, political science, business and scientific management, and psychology. Follett's original, penetrating analyses and ideas about leadership, power and authority, conflict and group behavior form the basis of today's organizational management (Tonn, 2003:1). Follet's most important works are given below:

- The Speaker of the House of Representatives (1896)
- The New State: Group Organization – The Solution of Popular Government (1918)
- Community is a Process (Article, 1919)
- Haldane Introduction to the New State (1923)
- Creative Experience (1924)
- The Law of the Situation (extract from The Giving of Orders, 1925)
- The Teacher-Student Relation (Speech, 1928)
- Freedom and Coordination (Book, Collection of Lectures, 1949).

Follett's management philosophy can be introduced by means of the following titles: integration; giving orders; power with authority and control; planning; coordination and leadership.

Conflict in Organizations

Organizations are a system of groups of members working together for mutual targets. Therefore, when two or more persons work together, it is natural for conflict to arise. Conflicts can hinder the growth of the organization or lead to organizational efficiency. According to Follett (1918, 1924), the organization is a social system where conflicts may arise, but conflicts can have a constructive result even if they are problematic.

Follett (1924: 301) sees conflict not as a wasteful explosion of discord but as a process where differences enrich the whole. She defines it as "Reconstructive Conflict". "*One of the greatest values of conflicts is their explanatory nature, revealing real problems and the possibility of reconciliation. Conflicts between employers and employees are often an opportunity to balance rather than disrupt the balance. While our inappropriate ethical statements prevent clear thinking, we should not blame chemical conflicts that provide mutual harmony and influence. If we see social conflicts as a fact of life, we can make great strides in our world of thought. Vital movement takes place through the release of energy, which psychology calls integration. Social conflicts are constructive*

in normal processes such as the release of energy and the same movement taking itself to a higher level".

Follett advocates liberation, cooperation, creativity, integration, the avoidance of fighting and the acceptance of differences. She defines three methods in organizational conflicts: domination, reconciliation and integration (Metcalf & Urwick, 1942: 2).

1) Dominance: A situation in which one side gains superiority over the other. Although it may seem like an easy way to deal with conflict, this method is not sustainable as the person who loses the argument will be divested of and denied her/his desires and may enter into conflict with others. Domination may be a momentary solution, but eventually it may lead to deadlock and even confrontation.

2) Compromise: In this method, the groups partially give up on their desires, but this is an unsatisfactory situation. Compromise is temporary and insufficient. When compromises are reached in a conflict, a situation may arise where one can win or lose. Through reconciliation, although the conflict may seem resolved, it creates pressure on individuals, the suppressed individual gives up his/her desire to solve the conflict, and worse outcomes may occur.

3) Integration: This is a positive method in which the wishes of the groups are integrated. In this method, the groups are not expected to sacrifice their desires. Conflict is resolved by uniting individuals rather than crushing them. This method has advantages that enable the emergence of new values. However, integration requires high intelligence and leadership ability with an adequate knowledge base to deal with conflicts. In integration, the problem is solved fundamentally and permanently, it also saves time and resources since the conflict will not arise again. Follett (Metcalf and Urwick, 1942:5) argues that the desire of individuals to solve the problem through integration is encouraging. On the other hand, Follett (Metcalf and Urwick, 1942: 8) states that integration is not feasible in every instance, that integration will not occur when two men want to marry the same woman, and that integration generally does not happen when both children want the old family house:

"*There are many such cases, some minor, some very serious. I'm not expressing that there is no calamity in life. All I'm expressing is that if we could take advantage of it, we could often integrate rather than compromise*".

Fundamentals of Integration

Follett describes three key steps to achieve integration as given below:

1) According to Follett (Metcalf & Urwick, 1942:8), the first step is to reveal differences instead of suppressing them. "*We cannot hope for integration unless we*

know what our differences are". What is needed is therefore to uncover, identify and understand the real issues involved in a conflict.

2) The second step is to dismember the unit, that is, considering the requests of the groups which have entered into conflict and breaking them down into its components. This requires examining what the symbols and the language used mean. According to Follett, the language used is symbolic and for that reason it is very important to know what is symbolized. Integration does not only involve the disintegration of the whole, occasionally it may be imperative to carry out the converse. It is important to articulate the real demand, obscured by various petty claims or ineffective presentations.

3) The third step is conflict anticipation. This is not the same as conflict avoidance; it is differential response or reply. For Follett, integration is like a game of chess. The expectation of response or reply alone is not enough, preparation is needed for making a response, and certain attitudes should be formed in individuals.

Under normal circumstances, people adapt to dominance behavior according to their character and wants. For this reason, it is not easy to adopt the idea of integration. Effective integration usually requires high intelligence, keen perception, discernment, and creativity.

Follett describes an integrated life with progressive ethics and loyalty in her work "New State". According to Follett (1918:52-57), far from self-interest, which is a goal that comes out in the germinating social process, we gain a concept of commitment to goals and rights. She states that, unlike the old ethical teachings, we have developed an ethical system which includes the three concepts of right, conscience and task. This ethical system is about creating the truth rather than following the truth, there is no private conscience, the duty of the person is not for one person alone but for the whole. Integration emerges from an integrated life; a progressive ethic teaches not only loyalty to task but also loyalty to the kind of life that develops the task. In the new ethical system, there are integrated individuals performing duties to benefit the whole; "*Integrated individuals reveal an ethical idea that acts as a whole, develops integrated ideas, works for integrated ideals; the new consciousness is a whole*".

Giving Orders

The issuance of orders is based on the 'Law of Situation', not on individual authority (Metcalf & Urwick, 1942: 32-40). The way an order is given has an impact on how the task is performed. Follett explains the four basic principles of giving orders:

1) Conscious Attitude: Realizing the principles that make it possible to take action on any issue.

2) Responsible Attitude: Deciding which of the principles should be acted upon.

3) Experimental Attitude: Polling and monitoring applications.

4) Combine the results.

In short, giving orders based on conscious attitude is all about the acceptance of principles; giving orders based on responsible attitude has to do with deciding which principles should be acted on; giving orders based on experimental attitude is about finding out and analyzing success and failure. If the existing methods are found to be insufficient, the combined results should be looked at to understand to what extent and in what way the methods of giving orders may need to change.

Follett states that the general expectation is for orders to be obeyed without question and that the giving of orders is in fact quite troublesome. Moreover, some habit patterns and mental attitudes affect the giving of orders. "*The past life, our basic education, our experiences, our emotions, our beliefs, our prejudices, and every desire we have; formed certain habits of mind that psychologists call habit patterns, action patterns, activating clusters. You don't change people unless you change their habits*" (Metcalf & Urwick, 1942: 25).

Follett recommends three steps in bringing about change:

1) Formation of certain attitudes.

2) The release of these attitudes.

3) Increasing the response revealed in practice.

The employer must find ways to enable employees to form the habit of accepting orders. Four important steps to establish this habit are: i) Employees should be induced to see that a new method is necessary; ii) Office rules should be changed to enable employees to adopt the new method; iii) The person who is an example for others should be persuaded beforehand and others should be encouraged to follow the new method, and iv) Concentration should be given to the new method. For Follett, these steps ensure that both the acceptance of orders and the way orders are given are of equal importance.

Harassment, bullying and oppressive behavior from authorized employees is the main reason for numerous conflicts. Language used regardless of employees' feelings and dignity will lead to strikes and troubled industrial relations. The more a person patronizes, the more opposition to the boss develops (Metcalf & Urwick, 1942: 31).

To avoid such situations, Follett (Metcalf & Urwick, 1942: 32) proposes "*to keep orders separate from persons, to associate entirely concerned persons in a case study*

and to abide by it" and (1924: 122), "The two processes always go together in the social environment: the adaptation of human to human and adaptation of human to situation" reminds the law of the situation through its explanation. "One individual should not give orders to the other, both should agree to take orders from the situation. If orders are only a part of situation based, there is no problem for giving orders and accepting orders, both parts accept the orders given on situation based; employers accept orders from situation based and employees accept orders from situation based" (Metcalf and Urwick, 1942 33).

Power, Authority and Control

According to Follett (Metcalf & Urwick, 1942: 76), power is interpreted as "the capacity for duty, a causal agent to initiate change". Follett clarified the concept of power by distinguishing between "*dominant power*" and "*power with*". "*Dominant power"* means coercion whereas "*power with*" expresses common power. Follett (1924: xiii) states that transfer of power is the way of progress. Real power can be increased, it will slip away from the ruthless hand that holds it and real power is not forced but joint control. While forced power is the damnation of the cosmos, common power is the enrichment and advancement of the human spirit. The power that is created together is a self-improving phenomenon that supports better understanding, reduces friction and conflict, and encourages collaborative action and participatory decision making.

Follett (Metcalf & Urwick, 1942: 84) states that avoidance of dominant power is unlikely, but its effect can be reduced. She suggests three ways in which this can happen: "*i) integration, ii) accepting that everyone must abide by the law of the situation, and iii) making the work more and more functional*".

For Follett, authority is vested power, and the person in authority has the right to develop and use authority. Follett states that authority does not come from ownership or legitimate position in an organization, it belongs to the business and stays there (Metcalf & Urwick, 1942: 130). Therefore, authority comes from function, not position; it cannot be delegated, and a delegated authority is defined as an outdated expression. Responsibility also comes from function and situation. Rather than the question of "responsible to whom", Follett raises the question of "responsible for what?". She believes in the pluralist concept of responsibility or cumulative responsibility, and rejects responsibility for consequences, seeing it as an illusion (1942:142).

Like authority and responsibility, control is an essential element in achieving organizational goals. Unlike other classical thinkers, Follett endorses "*situational control rather than individual control" and "linkage control rather than imposition control of the controller*" and proposes that control in the organization should be pluralistic and cumulative (Metcalf & Urwick, 1942:289). Situation control is control

of the situation rather than the individual meaning that the chairman and the principals are both subject to an impersonal control; the principals do not receive an arbitrary order from the upper level, but examine both the analysis and comments depending on the situation. Follett talks about situation control and collective control, and states that in the best managed businesses the chief executive's authority is not an arbitrary authority imposed from above, but a combination of many authorities at different points in the corporation. In relation to this, cumulative control is not result control or superior control, but the gathering of all responsibility, making several person and group liabilities further influental by creating a system of cross-relationships.

Pluralism being "co-containing" or "complementary", domination belongs to the group, and as groups combine to form another group, they evolve into more inclusive group domination (Follett, 1918: 300). One of the main guidelines of organizing is a pluralistic responsibility. Authority and responsibility depend on the functions, not the hierarchy of titles, and this concept should be applied to executives as well as to subordinates. Functional authority is not that one manager is above the other, but that each person has a separate task, not because of the hierarchical position of individuals in management, but on account of of the job they do. Functional authority is the type of authority applied to workers and managers' relations with workers (Metcalf and Urwick, 1942: 157).

Planning and Coordination

According to Follett (Metcalf & Urwick, 1942: 295), coordination is the harmonious ordering of parts. Planning is the process for self-adjustment and self-coordination of various interests, and the process of self-adjustment is possible only through coordination. Follet's coordination principles are as follows:

1) Coordination in the Early Stages: Coordination should start from the very infancy of the workflow. It should involve the lower-level organization in policy formulation rather than policy implementation. When this is put into practice in the early stages, the organization will benefit from increased motivation and morale. This principle completely invalidates the concept of central planning.

2) Coordination with Direct Control: According to this principle, the responsible person in the organization will communicate directly with the subordinates regardless of his/her post and hierarchical position. Follett believes that horizontal communication is as major as the vertical chain of command.

3) Coordination with the Interrelation of All Factors in a Situation: The basic goal of coordination is to bring the various activities, skills, attitudes and efforts of the employees of the establishment into a harmonious whole. Actions and processes in

the organization are interconnected. In this context, Follett refers to an institution as a system of interconnected parts.

4) Coordination as an Ongoing Process: Coordination is not a sole activity, it is a constant procedure in which activity is planned and future plans are made from the activities. Follett highlights the need for a permanent machine to solve problems rationally.

Leadership

According to Follett, leadership is a necessary management skill. Follett's leadership styles are functional, not authoritarian. The leader is not the head of the department, but "the person who can deal with all sides of a situation, see it in relation to certain goals and policies, see it evolve into the next situation, understand how to move from one situation to another". In addition, a leader is someone who "energizes his/her group, knows how to encourage initiative, knows how to leverage the capacity of his/her followers", and can "show that giving orders is an integral part of the situation" (Metcalf & Urwick, 1942: 268).

Follett (Metcalf & Urwick, 1942: 286) explains that the three critical functions of the leader are coordination, definition of purpose, and expectation. She states that one may not be born a leader, but leaders emerge through appropriate education and training in organization and management. A leader not only influences his/her group but is also influenced by the group. Follett describes this reciprocal relationship as a "cyclical response". Follett describes the following three types of leadership:

i) Position leadership: Leader has the position of legitimate authority.

ii) Personality leadership: Leader has strong personal qualities.

iii) Functional leadership: Leader has both a legitimate position of authority and strong personal qualities.

Follett argues that only people with functional knowledge can lead in modern organizations, not those who have legitimate authority or strong personal qualities. Folett relates leadership to the law of situation by saying, "The person who has the knowledge required by a particular situation becomes the leader of the moment, other conditions being equal, in the best-managed business". The success of any organization depends on "being flexible enough to allow functional leadership to fully operate and to allow those with the knowledge and technique to control the situation" (Metcalf & Urwick, 1942:287). The power of leadership is the power of integration. This is the power that creates society (Follett, 1918: 227).

The basic dynamics that Follett emphasized in her management philosophy are exhibited in Figure 1 below.

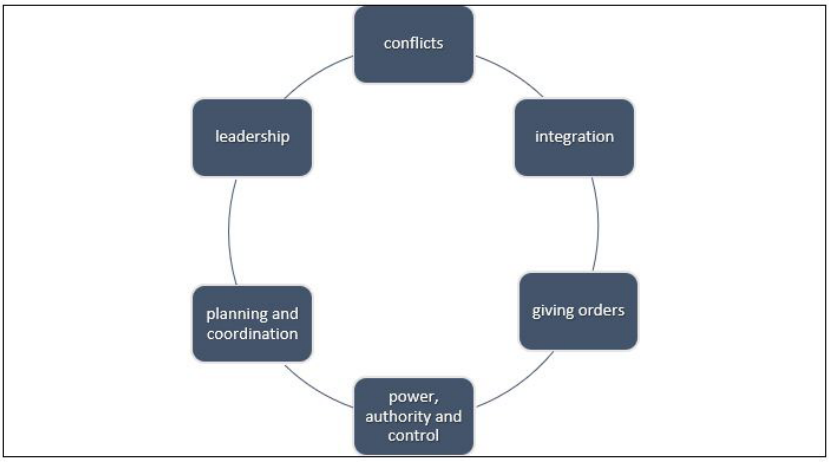

Figure 1: Basic Dynamics in Follett's Management Philosophy

When the basic dynamics of Mary Parker Follett's management philosophy are evaluated, democracy, socialism, collective consciousness, cooperation, participation, sharing, ethics, morality, equality and harmony come to the fore. In the following section, the management approach of matriarchal societies in ancient times is examined and compared with Follett's management philosophy.

Management Approach of Ancient Matriarchal Societies Before Follet

The first period of human history was organized in a natural hierarchy. Those were matriarchal (http://www.tdk.gov.tr/index) societies based on the domination of women. Researchers J. J. Bachofen, L. H. Morgan and F. Engels explain that women in matriarchal societies have higher social status than men, dominate social, economic, political and religious life, and are the mother goddess who represent the continuation of the lineage. This type of management order can be seen in the Paleolithic period (between 2.5 million and 10,000 BC), in which the biological, social structure and division of labor of humanity were shaped. It is also seen in the Mesolithic period (between 12,000 and 6,000 BC) in which the matriarchal social order was formed and in the Early Neolithic period (between 6,000 and 3,000 BC) in which the matriarchal social order developed further. Finally it is seen throughout the period of written history, which started with cuneiform writing in the 3,000s BC until it was ruined by the patriarchal social structures under male domination.

The feature that sets matriarchal societies apart from other societies is that that they were cultures of truthfulness and honesty in which women served as conscientious

guardians of mystery, justice and peace. In this respect, matriarchy is the sign of cultural progress, the source and guarantee of benefit, a necessary period in the progress of humanity, and the fulfillment of a natural law that governs individuals and community (Bachofen, 1967: 91). The elements of this natural law are universal brotherhood, love, freedom, equality, fidelity, compassion, peace, politeness and harmony. Freedom, equality and fraternity are the values of the motherhood principle. These values form the basis of compassion for all people in a community without social boundaries, so that female-dominated managements promote peace and harmony for communities (Bachofen: 1861:5).

In female-dominated matriarchal societies there is no individual property, no monogamous family, and no state. An egalitarian understanding, collective production and sharing principles are dominant and individuals receive an equal share from production. A woman is a guide and a principal, she is respected by everyone in the community, she maintains peace, manages religious ceremonies alone, judges men who do not perform their duty and those who do evil to other individuals, and gives severe punishments (Bebel, 1910:24-25). Although women assume these roles in community, they represent democracy and justice, not oppression and authority.

Bachofen states that matriarchy does not precede culture, it is a cultural stage, it expresses agriculture and the regular tillage of the land (1967: 134). In matriarchal societies, cultures are hierarchical because women, and especially mothers, have a deep intuitive sense of God. This feeling, combined with their love of children, put women in a position above men in early human history. Because of their natural predisposition to the supernatural, divine, and miraculous, women have had the greatest influence on the development of civilization throughout the ages. Equipped with religious authority, women have overcome the physical rudeness of men, and by opposing violence with peace, hatred with love, and bloody hostility with reconciliation, they led the lawless and savage peoples of ancient times toward a culture with gentler tones. It is evident that women ruled this high culture as agents of divine will. The connection between women and religion can be seen in their magical power to reconcile warring parties and pacify the fiercest anger among men in ancient communities. So the dominance of women was indisputable as it represented the divine law in antiquity (Bachofen, 1861:6).

As mentioned above, women are strict guardians of mysteries, justice and peace. They are associated with the first emergence of civilization and orderly existence and they have a natural ability to understand the secrets of life. Therefore, they initially led the human race from barbarism to civilization and formed the first concepts of natural forces, confronting the horrors of death and the expectation of life after death. Feminine domination combined with fertile motherhood became the source of culture and built the foundations of the history of humanity based on a natural law that governs both

society and individuals. In this sense, the materialistic laws of nature were created and governed by female dominance. In matriarchal societies, people feel the natural unity of life and the harmony of the universe (Bachofen, 1861:7).

Matriarchal management was ruined by male domination in 3000 BC and transition to patriarchal management took place. After this, the history of humanity met the last part of antiquity, first age, medieval age, new age and recent age. At the beginning of written history, the first written legal regulations were made in the Sumerian period (2,375 BC). With the effects of the Crusades and the development of commercial activities, the definition of leadership based on organizational pressure was put forward by Machiavelli (1469-1527). After this, A. Smith's views on the division of labor, control and efficiency in his work "The Wealth of Nations" (1776) had some effect on the evolution of management thought. The industrial revolution (1760-1840), which started after the invention of the steam engine, and its social effects had a revolutionary effect on the emergence of management science (Baransel, 1993).

The following sections of this paper deal with the similarities of Follett's philosophy with matriarchal societies in ancient times and the relationship between scientific management theories and Follett's philosophy.

Relationship between the Management Approach of Matriarchal Societies and the Philosophy of Mary Parker Follett

Follett's views on integration, 'power with', state law, coordination, and leadership that she proposed for management at the level of states, nations, organizations, and groups have traces in, and similarities with, matriarchal community management practices. In the table below, the management characteristics of matriarchal societies, the characteristics of Follett's management philosophy, and the similarities and relations between them are explained in detail.

Table 1
Comparison of Matriarchal Societies and Follett's Philosophy of Management

Management Characteristics of Matriarchal Societies	**Features of Follett Management Philosophy**	**Similarity And Relationship**
A culture that includes truth, justice and honesty	We need a human relations technique based on the protection of the integrity of the individual. Law is the basis of our experience, thoughts and ideals. Belief in what is right, certainty about the satisfaction of desires, the concept of what is right being the satisfaction of all our desires and the absolute right appearing in eternity are all features of Follett's teaching (Follett, 1924: 273).	Follett's longing for human relations based on individual integrity and her belief in law and right reflect the principles of truthfulness, justice and honesty in the management of matriarchal societies.
Universal fraternity, love, freedom, equality, loyalty, compassion, peace and harmony	Discovering and applying the principles of collective action ensures individual freedom (Metcalf and Urwick 1942: 299). Equal power is the stage for a fair fight, together power is a growing power; it is the goal and the unifier that eliminate strife while allowing infinite difference (Metcalf and Urwick, 1942: 94). Love of work includes satisfaction with work well done (115). Loyalty to the invisible leader provides a strong bond of unity and establishes sympathy (281).	While explaining the principles of integration, power with and leadership, Follett describes the characteristics of a matriarchal society.
The principles of mass production and sharing are dominant, meeting the needs of the members of the society is basic, and individuals receive an equal share from production.	Industrial democracy is the sharing of power by owners and managers with workers (Metcalf & Urwick, 1942: 89). Work practices that help increase the sense of collective responsibility are the development of group responsibility (Follett, 1949:49). Either responsibilities should be shared or the game should be exited (239).	At the core of Follett's concepts of power with, integration, law of situation, coordination and leadership are the participatory, collaborative and sharing practices of the matriarchal society.
Culture of politeness	It can be a science of cooperation, it's just a matter of goodwill (Metcalf & Urwick 1942:103). Leadership requires great qualities such as sensitivity, politeness, imagination, understanding, courage, and faith (254).	For areas such as the development of business management, leadership and expertise, Follett also suggests a culture of politeness, as in matriarchal societies.
Natural law that governs society and individuals	The law is a manifestation of interacting life forms and is part of human experience, and should be based on vital forms of association; therefore, in practice, men and women must establish written forms of law in concrete life. The conflict in legal science today should not be between the conscious and unconscious evolution of law, but between a mechanical and evolving theory of law. A dynamic psychology and a creative jurisprudence are on the same foundation (Follett, 1924:299).	Follett builds a bridge with the natural law structure of the matriarchal society by suggesting the formation of law through the interaction of life, and the creative law science.

To feel the natural unity of life and the harmony of the universe	Integration is the fundamental law of life, the combination of those who give orders and those who take orders, the integration of persons and situations; the integration and law of situation must evolve with developments, orders must contain cyclical behavior rather than linear (Follett, 1925: 6). Linear behavior is passive acceptance, cyclical behavior includes feedback, expresses the continuity of experience and takes into account external stimuli (107).	Follett's law of situation and integration concepts aim at natural unity and harmony.

Table 1, which was prepared by information obtained from the literature, shows that Follett established her management philosophy on the basis of organic or natural structures, and she claims that the success of the structures formed on this basis continues for generations. She states that the actors perform best when each of them knows their own role and when the maestro is in a consciousness that integrates the process, that is, when the directors allow each of the actors to share their own comprehensive consciousness (Metcalf & Urwick, 1942).

Based on these explanations, it seems likely that we can associate the maestro and the directors who fulfill Follett's integration process with the women who provided for and ruled the order in the matriarchal societies in ancient times. Follett (1924:65) argued that permanent success will be achieved with organic organizations. These statements of Follett could almost describe the power of the matriarchal administrative structure regulating society, natural unity in life, universal peace and harmony.

Relations of Management Theories with Follett's Philosophy

When you have a resource at your disposal that tells you the facts and what should be done for the future, you can take advantage of it, see the future, and shape the present and the future perfectly and quickly by making use of this resource. However, the practices in the history of the management did not follow such a course. Follett's ideas were reproduced by different theorists at different times and under different names as if Follett did not exist, and her management philosophy and approaches were ignored. Follett was appreciated, albeit late (Graham, 1995, p. 1; Kanter, 1985, p. 11), but she also faced some criticism (McLarney & Rhyno, 1999, p. 302; Nohria, 1995, p. 150). The indifference shown to Follett is mainly due to periodic developments such as the development levels of communities, various economic depressions and wars, and difficulties faced by managers in human capital development reforms. Ağlargöz, (2018, p. 9) in his article "The Forgetting of Mary Parker Follett: Which Mary?" addressed the same topic.

The classical management school, which includes a rational point of view in management, the behavioral school that emphasizes social process, the quantitative

school that takes into account numerical research, the integration school that includes contingency and the modern school that emphasizes the complex point of view were all developed in parallel with the development levels of humanity. It can be observed that each of the developments in management schools is related to Follett's management philosophy. For example, the circuitous journey to know and formulate conflict resolution in management could have been accelerated had Follett's ideas been accepted and adopted (Fisher, Ury & Patton, 2011).

Management theorists try to make up for lost time. It is possible to see this in the explanations of Michele Simms (2009:352). According to Simms, "Follett explained her foreknowledge of systems theory, action research, and leadership far ahead of her time," and associates it with Peter Drucker, Kurt Lewin, Warren Bennis, Rosabeth Moss Kanter, Lawrence and Lorsch, and Blake and Mouton. Management theorists and practitioners in organization systems as well as managers and employees have switched to Follett's point of view. The transition from scientific management to people-oriented behavioral management has made this evolution necessary. Although Follett's perspectives and deep explanations were available from as early as the first half of the 20th century, it is as if Follett never existed. In fact, management theorists of that time formed their own approaches on the basis of Follett's ideas without paying attention to her.

The courses that led to the advancement of today's 'win-win' negotiations had already been described by Follett in the 1920s. While Japanese business experts such as Juran (1995) and Enomoto (1995) were appreciated for their ideas on quality management, teamwork, and systems theory, Follett was ignored. The 75-year history since Coase (1937)'s theory of the firm includes Follett's concepts. Follett considers firm evolution as a tool that coordinates the care of partners (Freeman, 1984; Freeman & Evan, 1990) and states that corporate social responsibility should be a part of management policy (Scherer & Palazzo, 2007; 2011). Follett's desire for social justice leads to a broader social contract where communities and business support each other, do no harm, and help when necessary (Matten & Crane, 2005).

Follett believes that work is the most important contribution an individual can make to society, whether at the level of top manager or at the lowest level of employee. When this contribution is part of a cyclical process, the end result is the organic growth of the whole, with the development of the individual and the group being the vehicle of this development (Phipps, 2011). Therefore, treating individuals as a tool will never yield anything better. The cyclical reaction process occurs when both the person and the party succeed better. Where tension occurs, the individual should consider whether her/his own interests harm the interests of the group, should be able to understand that it is not possible to achieve better if it does harm, and the tension should be abandoned.

Thus, Follett combines two seemingly incompatible theories such as individualism and collectivism (Ryan & Rutherford, 2000).

Follett's ideas offer clear answers to the complexity of world problems. This is particularly evident in the contradictory coexistence of concepts such as integration, which governs diversity, and power with, which governs conflicts. To discover Follett, it is necessary to realize that constructive conflict is a force for well-being and creativity because it energizes, leads to diversity, and drives innovation and growth. Thus, conflicts between business and society can be exploited for greater good, and all business management becomes a part of social work (Metcalf & Urwick, 1942: 27-32).

Follett's (1924: 78-91) suggestion of domination, reconciliation and integration as a method of resolving conflicts was later adopted by Robert Blake and Jane Mouton (1964), Richard Walton and Robert McKersie (1965), Paul Lawrence and Jay Lorsch (1967), Ralph Kilmann and Kenneth Thomas (1977) (Héon et.al., 2017: 12).

Thomas-Kilmann, Instrument (TKI) extended Follett's method of conflict resolution to five conflict resolution methods: competition, avoidance, accommodation, compromise, and cooperation. In other methods, the individual is concerned with fulfilling her/his own interests against the interests of the other party. In cooperation, however, the concern for fulfilling the interests of the other party as well as one's own interests is at the highest level, so conflict resolution takes place at the highest level, and this represents the integration approach, which Follett (1924: 78-91) defines as conflict resolution based on interest.

Roger Fisher, William Ury, and Bruce Patton (2011), the first directors of Harvard's Negotiation Project, refer to Follett's (1918: 89) interest approach in integration as principled negotiation. The goal is to go beyond making concessions in a collaborative environment where parties can maximize the solution to mutual advantage. Today, scholars and practitioners from a wide variety of intellectual and professional traditions associated with Harvard's Negotiation Program characterize their approach as 'interest-based' (Sebenius 2013: 163), abiding by the philosophy of Mary Parker Follett in their research and practice.

Follett's group vision of co-creation can be used today as a roadmap for groups to work productively as innovative entrepreneurs. Follett (1918: 367) explains the group process using the concepts of collective idea, collective feeling and collective will, and considers collective thought as an act of creation, arguing that this process will bring about collective life and self-governing society. She states that time spent developing group spirit is time spent creating the dynamic power of our civilization. This perspective of Follett describes contemporary approaches to collaborative management and organizational change, such as Appreciative Inquiry (Cooperrider & Whitney 1999, 2005) and Discovering Common Ground (Weisbord 1992).

The table below summarizes how the various management theories put forward during and after Follett's life are related to Follett's philosophy.

Table 2
Comparison of Follett's Philosophy with Management Theories during and after Follett's time

Theories And Key Concepts	Key Concepts Of Follett's Philosophy	Similarity And Relationship
Classical Management This is based on rationality. F. Taylor (1856-1915) emphasizes how the human element can be used more effectively in addition to machines in daily work from a scientific point of view. H. Fayol (1841-1925) and M. Weber (1864-1920) focus on the formation of a formal organizational structure. The key concept is structure. At its core, there is a mechanical logic and efficiency for doing business disregarding the initiative of the employee (Mcgrath, J., & Bates, B., 2017). .	Efficient production conditions are provided not by orders from a distance, but by face-to-face propositions (Metcalf & Urwick, 1942: 27). Coordination disorder in departments reduces operational efficiency (Metcalf & Urwick 1942: 67). Scientific management is mandatory due to the following conditions: -Efficiency should be essential in the use of scarce resources, -Intensity of competition, shortage of labor (labor force), increasing ethical understanding in human relations and the spread of understanding that sees businesses as public activities serving the principle of efficiency (Metcalf & Urwick, 1942:102).	Follett sees businesses as integrating associations, emphasizing close relationships and propositions rather than giving orders for efficiency. Follett gives the convincing message that scientific management is an obligation in the development of business management. For Follett, close relations and propositions are important, as opposed to mechanical operating logic and giving orders.
Neoclassical Management This is the trend that emerged as a result of the Hawthorne Studies (1924-1930) conducted by academicians affiliated with Harvard University. It is a behavioral management approach that takes into account "human" relations in organizations. Group behavior, motivation and leadership are the basic concepts (Mayo, 1933; McGregor, 1950; Likert, 1932; Argyris, 1964; Lewin, 1938). (Mcgrath, J., & Bates, B., 2017).	In industry, we do not only produce goods, but also regulate human relations (1924: 283). Liberating human energy means achieving human high potential (1924: 303). The motivational desires of the individual and the group must be known and applied in an enduring society, a continuously productive industrial organization (Metcalf & Urwick, 1942).	Follett emphasizes in management the development of human relations and the liberation of human energy to provide high potential. Sustainability can be ensured by knowing and applying the desires and hopes that motivate individuals and groups. This shows that adopting the human relations approach is at the macro level.
Systems Approach The internal and external environment that affects the organization is an open system, and all sub-systems of the organization must be evaluated in order to achieve the organizational goal. Any change in one part of the system is in a dependency relationship that affects the others and explains to what extent the activities of the organization will be affected by external factors (Bertalanffy, 1940; Boulding, 1962; Miller, 1978). (Baum, 2005).	Social interactions are a cyclical response as concurrent influence dynamics, and this view has two implications for change: social systems are in constant motion and change is essential to any shared system (1924:62-63). As the organizational system evolves from goal to goal through increasing levels of conflict and integration, the effective leader facilitates the continuous integration and learning of the living system (Metcalf & Urwick, 1942: 262).	Follett deals with the system approach at the level of social interaction, change, conflict, integration, evolution, learning. She emphasizes the importance of the effective leader in the organizational system and brings the concept of evolution provided by integration to the organizational system.

Contingency Approach It is necessary to apply the most appropriate model to each organization's own structure, situation and environment. Organizational structure, technology, social behavior and environment are the basic concepts (Chandler, 1962; Lawrence & Lorsch, 1967; Thompson, 1967; Fiedler, 1993). (Baum, 2005).	We have multiple responses to the interaction between organism and environment, as well as to the fact that the organism grows in response to the environment. The reactions never stop. The organism identifies itself with the larger objective environment through physical vision, response, and situational integration, and with greater awareness we see the birth of new perceptions (1924: 208).	Follett states that as a result of mutual interaction with the environment, the organism realizes a situational integration, defines itself to a wider environment and new perceptions emerge. She explains the contingency approach in terms of stimulus from the environment, reaction to the environment, development and growth, interaction between people, interaction between people and environments.
Transaction Costs The existence of the firm depends on the cost of using the price mechanism (Coase, 1937). Limited rationality, opportunism, asset specificity, and vertical integration are the basic concepts (Williamson, 1990).	We need to see exactly at what point mergers occur in the easiest, most natural and most efficient way. As the situation changes, we should expect our representatives to maintain an integrative relationship with the representative group. But integrating wills does not provide us with the democratic process because true unity must be based on control at the state, national and international industry level (1924: 256).	Although Follett does not refer to the price mechanism, she signals the point where the most productive conditions occur in mergers. A control-based union of forces is proposed by targeting the democratic process with a broader perspective beyond transaction costs.
Agency Theory This focuses on imperfect contracts and their costs, information asymmetry, avoidance of duty, unethical behavior arising from the relationships between the principal and the agent (Jensen and Meckling 1976; Mahoney, 1992).	The agreement of the conflicting parties and the reassessment of interests are important. In the conflict of groups we must monitor each reassessment to see how much mutual aspirations have changed, for this shows how much it has changed the conflict (Metcalf & Urwick, 1942: 12). We must understand the creative conflict process and trust that this process is all inclusive and that everyone gets their share (1924: 288).	Follett suggests developing integrative policies by re-evaluating the conflicts and the interests of the parties, emphasizing the constructive and creative aspects of conflicts. These explanations seem to be a solution point for the problems between principal and agent.
Resource-Based Approach A firm's unique resources give the firm a competitive advantage. Resources include both tangible and intangible assets (Penrose, 1959, Wernerfelt, 1984, Barney, 1996).	A competitive business person is a good chess player. The real conflict between two good chess players is the conflict of possibilities that takes place in the game; it is not necessary to make all the moves to achieve business integration (Metcalf & Urwick,1942: 16). Competitive sales provide competitive power (Metcalf and Urwick, 1942: 78).	In Follett's definitions, the 'power with' principle that provides competitive advantage based on the tangible and intangible resources of the companies involves the business person making successful moves and competitive sales by evaluating the conflict possibilities. This firm is associated with its resource base, human talent and power with.

Firm Behavior Theory A human being has limited rationality. This theory is based on the effect of human behavior, motivation and leadership on the axis of psychology, sociology and culture (Barnard, 1938; Simon, 1947; Cyert and March, 1963).	The observer has limited opportunity to find facts, and the participant-observer often reveals different facts, so experimentation is the best way to arrive at the facts (Metcalf & Urwick 1942: 4). Integration involves invention, and the smart thing is to recognize this and not let one's thinking fall within the confines of two mutually exclusive alternatives (1924: 13).	Follett suggests participation, observation and experimentation against limited rationality and states that truths can be arrived at this way. For motivation and leadership, Follett draws attention to the integration developed on the basis of expertise, experience and free thinking.
Life Cycle Theory Firms are born, develop and end like living organisms. Technology, innovation, product life cycle, entrepreneurship, vertical integration and sectoral competition are effective in this cycle (Boulding, 1950; Schumpeter, 1980; Gort & Klepper, 1982).	The organism is a form determined by the placement of elements in the structure. We see this in social reorganization. The reorganization changes the character of the existing organism. The regrouping of European nations has an effect on every nation. The organism has a self-regulating and governing character (Metcalf & Urwick, 1942: 188).	In this theory, Follett is grounded on the notion of organism. Follett states that the organism is self-regulating and governing, and she associates this with social reorganization; these regulations seem to be related to technology, innovation, product life cycle, entrepreneurship, vertical integration and sectoral competition.
Strategic Management This covers the measures and regulations of organizations that can control the changing internal and external environment and adapt to this change. Top managers of the organization, vision, mission and goals of the organization, external environmental factors and resources, strengths and weaknesses of the organization, opportunities and threats, competitive advantage are the basic concepts (Barnard, 1938; Drucker, 1954; Chandler, 1962; Ansoff, 1965; Porter, 1980; Mintzberg, 1987).	A time and a location are available to find the truth; facts must be produced at strategic moments (1924: 15). The main aim in the rebuilding of society should be to take what each person has to give, to bring the unknown millions to light and put them into action. A collective society's belief in a constructive vision gives the individual the highest value ever given. We recommend individual value as the foundation of democracy, individual expression as its process, and individual responsibility as the driving force (1918: 74).	Follett's definitions of strategic management can be expressed as facts produced in strategic moments, a collective society, constructive vision, full evaluation of human power, uncovering unknowns, democracy shaped by individual value, freedom of expression and taking responsibility.
Networks and Property Rights Theory The firm is a legal entity with contractual relationships, the degree of perfection of contracts determines the limits of firm behavior (Demsetz, 1967; Jensen & Meckling, 1976; Hart & Holmstrom, 2016).	Informing the employee about the general business and trade policy, such as adjusting the supply and demand, forward-looking contracts, and opening new markets will make the employee's view on production processes more valuable. There are conflicts between the union of the organization and its members arising from the violation of the contract (Metcalf & Urwick, 1942: 66, 182).	Follett deals with conflicts of contracts and property rights arising from breach of contract. She draws attention to issues such as ensuring the integration of the employee with the business by raising awareness about the general business policies.

Feminist Management Theory Relationship-oriented, supportive, egalitarian, teamwork, democratic, transformational, participatory, community-oriented and sharing are the basic concepts in feminist management (Calás & Smircich, 1996; Lorber, 1986; Bendl, 2000; Eagly, Johannesen-Schmidt & Van Engen, 2003).	The most progressive view of today's worker representation in terms of democracy is participation, not consent, of the governed (Metcalf & Urwick, 1942: 154). Participation is the right foundation for all social relationships. The only cooperation that will be successful against capitalism is one that starts from the bottom and engages every member in its activity (1924: 198). Teams show us the true community of nations, the correlation of interests, international ethics, the creation of international will, self-development of high fidelity, and that each nation is responsible for the well-being of the other (1918: 349).	Follett's concepts such as integration, power with, situational law, leadership and coordination are based on feminist management concepts. The concepts of feminist administration are seen in all of Follett's explanations, such as cooperation instead of authority, shared power, those having the capacity being required by the situation to use the authority required by the situation.

Table 2 reveals Follett's footprints in all management theories put forward since the industrial revolution. Follet's management philosophy provides important clues for future management structures. We can see this in Follett's guiding statements given in the following section.

Follett Still Leads the Way

The twenty-first century is a century with increasing complexity, diversity and difficulties in the effective management of democratic institutions. In Follett's narratives, there are some explanations that can help us understand and manage change in all areas of life and they still guide us. This guidance can be seen in Follett's explanations for the harmonization process in creativity and the barriers to integration.

Adaptation Process in Creativity

Follett explained the adaptation process in creativity in the frame of relationships among bios and their environment, which we define as ecology or environmental science today. According to Follett (1924: 130), the "release of energy" discourse of physiologists and psychologists who study the functions of cells, tissues and organs of living things and how these tasks are fulfilled is a fundamental idea for social sciences. Every sociological concept should be the basis, economics should accept this fact, and political science should see it as the basis of every establishment. The task of politics, economics and legal science is to find relationships that release this spiritual energy enabling us to have strong will in our daily lives.

Follett expresses emancipition as being the call and stimulus response through release of energy. She states that energy can only be released through relationships that liberate, integrate and create. For Follett, the problem is not how to obtain the will, but how to open the way to create relationships between individuals. Opening the

way to create relationships is attainable by advancing an environment of education, intuition, cooperation and discussion. It is also the process of creating one's own will through the release of energy. As in physiology and psychology, releasing energy and integration takes place in the same process in human relations.

If the biological goal is harmony, its functional counterpart in the social process is the right in an ethical sense, justice in a legal sense, freedom in a political sense, and the satisfaction of wants in an economic sense. Follett assumes that there is a blessed relationship between self and conditions, that developing integration brings development in the soul and self, that the greatest spiritual nourishment comes from meeting conditions, and that the only way for the soul to rise comes from the sanctity of life and the fulfillment of these conditions. She states that the holiness that ensures the existence of the self is lived through every day (1924:131).

The ecological philosophy that Follett put forward a hundred years ago is still alive today. Kanter (1995) offers a recipe for managing change and says, "*Even though we know the limits of belief in human goodness today, we must rise on Follett's shoulders to see the possibility of perfect organization*".

Barriers to Integration

While Follett's integrative philosophy continues to exist as a useful legacy that manages today's organizational change, it may be stated that the main difficulties she sees in ensuring integration are also among the important problems of today. The obstacles to integration, which Follett stated a hundred years ago, should be reviewed as a useful practice for management in the present and future. Her advice concerning integration is given below:

1. Follett sees integration as a creative attitude by which every individual should be in integrity with herself/himself and with those nearby. She characterizes human relations in terms of creative integration that combines common desires and aspirations and that can create "win-win" solutions. Follett turned her transformational leadership vision, which unites around a common will, into a leadership vision that combines cooperation and co-creation. (1924:5).

Follett focuses on dynamic and active relationships in management and proposes new ideas about how management should strive for human relations and social processes. In Follett's management cycle, ideal management must be interactive and dynamic so that an organization can be sufficiently open to the circulating situation, and aware of current or potential problems (1924:53).

According to Follett, there are no linear relationships and variables such as individuals, actions and concepts in organizations (1924:69). Follett creates a conceptual bridge

between the organizational structure and social sciences, natural sciences and physical science (Mendenhall, Macomber & Cutright, 2000: 200). A non-linear approach in organizations is beneficial due to unexpected situations and facts change value over time (Follett, 1924:73; Boje and Rosile 2001: 102). In Follett's nonlinear process, integration cannot occur until problems such as the demand to be dominant over others and the demand to have power over others are resolved.

2. Another impediment to integration is that our lifestyle has made most of us enjoy being dominated. Integration is challenging for many individuals, and attainment does not provide the excitement of victory (Metcalf and Urwick, 1942, p. 18). Follett states that the conquest or subjugation of oneself on another is not legitimate and leads to fiasco in the brief and prolonged period, underlining that only individuals can liberate each other and this is the tenet and sense of all relationships (1924: 130).

Follett's egalitarian management philosophy goes far beyond the traditional hierarchical vision proposed by contemporaries such as Elton Mayo. John Child (1995, p. 88) states that when British management researchers, including Urwick, tried to arrange the notions of Follett and Mayo in a common management philosophy, they firstly adopted a patriarchal, top-down hierarchical management vision from Mayo and his colleagues and that hierarchical vision is unfamiliar with Follett's basic suggestions. For Follett, self-management is a creative process; the target of democracy should be integrative desires, an effort to create unity and togetherness (1924: 209).

3. One more impediment to integration is that the subject in discussion is often theorized rather than treated as a suggested activity (Metcalf & Urwick, 1942:18).

Mary Parker Follett believes that theory and practice should provide the goal of the ethical and communal advancement of the human community. Follett states that learning what might happen and which possibilities might arise can only be discovered by trying, and that observation and experiment, which are the methods of physical science, should also be methods of social sciences (1924). In her work "Creative Experience", Follett emphasizes the aim of suggesting a route in which desires may be intertwined, seeking a method that will ensure the full integrity of the human being. She endeavours to produce great spiritual values from daily experiences with social progress (Follett, 1924). Therefore, according to Follett, social science research should ensure an active social community transformation (Mendenhall et al., 2000:203).

Follett (1924:57), who stated that integration is an active, experimental and pragmatic interaction and intertwining, was highly appreciated by management scientists such as William James, Kurt Lewin and John Dewey (Kolb, 2014).

4. Follett states that a serious barrier to integration which every business person should consider is the language used, emphasizing the necessity of making a conscious

preparation for the language that the parties will use for the most appropriate attitude to integration (Metcalf and Urwick, 1942 :19). As in every field, Follett is in a pioneering position for highlighting the significance of language in a socio-constructive management approach and in managing organizational change and conflict (Cooperrider & Srivastva 1987; Gergen 1982; Weick 1979).

5. Follett sees the excessive influence of leaders on integration as one of the basic impediments to integration and rebels against ruthless manipulation on the one hand and the suggestibility of the human masses on the other (Metcalf & Urwick, 1942, p. 47). With this view, Follett reaffirms that she sees the group process above and beyond any arbitrary form of power or crowd of people.

Follett bases her philosophy on an enduring society and on a continuously productive industrial organization, on the recognition of the desires that motivate the individual and group. Follett endeavored to reach a democratic way of life shaped by the effective organization and management of state and industry. Every individual should be mobilized to achieve this democratic way of life; individuals ought to be able to form an efficient part of coteries and of the world as a total, and for this, full integration of all perspectives should be ensured (Metcalf & Urwick, 1942). Follett gave the leader the responsibility of discernment and vision. In this process, the invisible leader should make certain that the followers utilize their strength and unification capacity effectively, participate in the coordination with self-confidence and belief, and conform to the law of the situation. In this way, the leader and followers should move in line for the common goal (Monin & Bathurst, 2008: 447-448).

6. Follett states that the biggest obstacle to integration is the lack of training to achieve integration, and she criticizes that we always try to hit the alternative side in our university debates, stating that there should be discussion classes aimed at teaching the art of collaborative thinking. According to Follett, training and practice are necessary to master the technique of integration, even if there is no self-interest, prejudice, rigidity, belief-based dogmatism and routine obstacles dominated by ignorance (Metcalf & Urwick, 1942:21).

Follett describes the highest democratic progress we have in terms of self-education, learning to apply the study of experts, being willful, training our will, and integration (1924:5). Follett's early work in social entrepreneurship and the creation of community centers across the country is evidence of her opinion regarding the need for group education in democratic life.

At the end of her recommendations on integration Follett mentions some impediments and how to come through these impediments so that the standard of living rises not merely with date, but also with research. She points out that research is extremely important for business management: "*It is unfeasible to create a map of the future, but*

every business should always study the evolving situation and she/he must know the share of her/his own activity in this developing situation" (Metcalf & Urwick, 1942: 21). This indicates that although Follett expresses the infeasibleness of designing a map of the future, she talks about a guiding integration that brightens the future of nations in her statements about groups, capitalist ethics and worker ethics.

According to Follett, the "right" arises from the links in the group, and there is one fundamental law which separates the group from other shapes of association, and this has many implications. "*We must accept right as a social product, a group product, and have groups that unite interests and standards. Law and politics cannot be built on anything but vital relations*". To summarize her views on legislation:

1) Legislation must be the output of a group.

2) We must have distinctive groups.

3) A political method must be applied in which group law shapes legislation.

Follett (1918: 275) states that capitalist ethics and worker ethics are usually against each other, but groups that will unite interests and standards should be protected. She further states that legislation and diplomacy cannot be built on anything other than vital forms of association. "*The group process shows us that a true community of nations is the integration of interests, the development of an international ethic, the creation of an international will, the development of a higher commitment, and each nation taking full responsibility for the well-being of the other.*" (1918: 349).

CONCLUSION, DISCUSSION AND RECOMMENDATIONS

Findings and Evaluation

In this paper the main points of discussion have centered around the management philosophy of Mary Parker Follett and the relations of this philosophy with the matriarchal management structures of ancient times and with various management theories from the Post-Industrial Revolution to the present. The issues raised by Follett that shape the future were also discussed. The findings and evaluations are outlined as follows:

1. Mary Parker Follett's view of management is of an exceptional nature. It contains definitions which include those that relate to the past, present and future. Follett's mindset is easy to understand, simple and clear and is of fundamental importance and value in solving both industrial problems as well as today's national and international problems.

2. The relationship between Mary Parker Follett's management approach and matriarchal societies in the past is explained in Table 1. Follett (Metcalf & Urwick, 1942: 310) considers concepts such as right, freedom, service, and sacrifice as lofty ideals in life and states that these ideals will provide individual freedom through collective control in the new age, and thus, one is able to get rid of the present chaos. According to her, the collective idea, collective feeling and collective desire reveal the group process, collective life and self-governing society. This view of Follett's self-governing society goes far beyond the modern management concept of 'self-autonomous teams'.

Egalitarian, democratic, and free principles, including universal fraternity, gender freedom, moral principles based on maternal love and affection, matriarchal management understanding based on love, peaceful, benevolent, and common participation, horizontal authority and sharing principles are in harmony with Follet's philosophy. This is also compatible with Morgan's (1969) and Engels' (1978) definitions of the principles of matriarchal society.

3. The relationship between Mary Parker Follett's management approach and management theories developed from the post-industrial revolution to the present is shown in Table 2. It can be observed that the basic concepts of management theories developed since the industrial revolution are quite relevant to the basic notions of Follett's management philosophy, which are integration, power with, coordination, law of situation and leadership. These findings are parallel to the evaluations of important management scientists such as Drucker (1995), Graham (1995), Kanter (1995), Simms (2009) and Fisher et al. (2011).

4. Mary Parker Follett put forward a management philosophy that includes quite striking and bold statements in a context that includes the management approach of a non-masculine society in ancient times, and years later, a management approach dominated by men. It can also be seen that Follett's bold philosophy is fed from very early social orders and is strong enough to form a basis for various concepts and situations that will form the basis for all subsequent management approaches. This management philosophy is a bridge between the past, present and future. Follett's bold approach and unwavering belief in human nature form the basis of this bridge. Today's understanding of management, which is accepted as contemporary, is still not perfect, does not meet social expectations and contains contradictions. Follett also points out a two-probability contradiction that cannot be accepted or preferred definitively in management. The historical processes that have been and are being experienced already show these contradictions in management. To be more precise, Follett offers advice on solving today's accepted contemporary dilemmas and those that are not yet finalized. These contemporary dilemmas are that the current system of management is far from meeting societal expectations; all segments of society long for a different

management system. Although it did not contain a scientific basis before Follett, the relationship between the characteristics of the matriarchal society, which were the first management organizations in human history, and the management approaches after Follett, along with Follett's philosophy is an important proof of this advice. Follett describes this management model, which meets social expectations, as detailed below.

5. In today's world, humanity faces oppression, control, competition, aggression, discrimination, limitation of freedoms, wars, income inequality, corrosive risks and scandals, and longs for a new social structure. This fact has emerged with a global research conducted by Gerzema and D'Antonio (2013). Based on the same longing, Follett made the following suggestions (1924:130-131):

- Free will should be revealed by matching the adaptation process in creativity with an ecological approach.

- Creativity should remove barriers to integration.

- Democracy-based integrative desires and efforts help to create unity and solidarity.

- Social science research that aims to transform society into an active social community is vitally important.

- Using language that manages change and conflict is necessary.

- Leaders should provide motivation that mobilizes individual power.

- Education arrangements that teach the art of collaborative thinking are to be encouraged.

It can be interpreted that Follett's suggestions reveal a management structure that today's societies long for, and that her ideas still guide humanity. Mary Parker Follett, in a sense, guides the future with her explanations and recommendations on the harmonization process in creativity and the barriers to integration.

Follett (1924:303) states that the essence of experience and the law of relationship is mutual liberation, and that this is the rock and essence of the human soul. As human beings, our roots extend to the unknown, where there are endless potentials, and these potentials become visible by being stimulated by the effect and reaction of one to the other. Follett emphasizes that all new forms of human relations, which have not been imagined before, must be realized through action-reaction connotations from each other and that non-connotative relations should be avoided as this is the law of the universe. "The test of the validity of any social process is whether the connotation is between one and the other, between capital and labor, between nation and other nation". In this foresight, Follett states that the realization of the connotation is the

validity test of any social process and should be the test of industrialists, lawyers and statesmen. She argues that liberating the energy of the human spirit means revealing the high potential of all humanity.

The prominent scientist Hawking (1988: 89) states that we know all the laws managing the behavior of humans today except for the most extreme conditions, but we have not yet succeeded in making predictions about human behavior according to mathematical equations, nor have we managed to fully understand what is happening around us and our own existence. Accordingly, it may be concluded that Follett (1924) proposes a management theory that predicts a universe full of differences by making an abstract evaluation of logic. We can see these suggestions of Follett in the explanations of integration, the law of situation, power with, conflicts and creative experiences that emerge with differences. Hawking (2010: 149) defines the real miracle as "the abstract evaluations of logic reaching a unified theory that predicts and describes the universe full of surprising differences" and these definitions seem to confirm Mary Parker Follett's management theory miracle.

Contribution of Results to Practice and Literature

Both Follett's works and the comments and appreciations of various management theorists about Follett explain her important place in the management literature. The similarities of her management approach with the management structures of the matriarchal societies in ancient times are important findings. In this article, which includes the principles of Follett's management philosophy and the theories in the management literature, an attempt has been made to reveal the similarities and relations between the two management structures mentioned above. Thus, it is believed that this article makes an important contribution to the management literature.

Follett's concepts can be seen as a constitutional guide for international, national and industrial authorities and practitioners in managerial decision-making. This guidance can contribute to practices in solving problems, revealing opportunities and creativity, and building a stronger democracy, based on justice and peace. Today, in Harvard studies, various scholars and practitioners are researching the views of Mary Parker Follett (Fisher et al., 2011; Bennis, 1995; Child, 1995; Drucker, 1995; Enomoto, 1995; Graham, 1995; Kanter, 1995).

When Follett's management philosophy is implemented, humanity can open the doors of a world with more freedom, peace, justice, equality and sharing. This can lead to happier and more peaceful communities of human beings with superior values. Hence, it may be concluded that Follett's management philosophy has the potential to realize the objectives of protecting natural life, ensuring ecological balance, progress and development, a fair and equitable distribution of resources, a resolution of tensions and conflicts, thus ensuring peace.

At the start of the 20th century, Follett revealed the facts known today through her statements about the past, present and future, and these facts can help humanity move on along a safer path without losing any more time. Consequently, according to Follett, "*Co-creation activity is the foundation of democracy, the core of compatriotism, the provision of world compatriotism*" (1924: 302). Based on Follett's foresight, we can propose that instead of trying to rediscover the facts, it might be wiser to put the previous determinations about them into practice to make a contribution to world peace.

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AMAÇ KAPSAM

Istanbul Management Journal, İstanbul Üniversitesi İşletme Fakültesi İşletme İktisadı Enstitüsü bünyesinde çıkarılan uluslararası ve açık erişimli hakemli bilimsel bir dergidir. Dergiye kabul edilen makaleler, Türkçe ve İngilizce dillerinde 1975-2016 yılları arasında basılı ortamda yayınlanmıştır. Dergimiz, 2010 yılından itibaren elektronik ortamda yayınlanmaktadır. Şubat 2018'e kadar adı İstanbul Üniversitesi İşletme Fakültesi İşletme İktisadı Enstitüsü Yönetim Dergisi iken, kurumumuz ve dergimizin uluslararası alanda başarılı olma vizyonu çerçevesinde adı Istanbul Management Journal olarak değiştirilmiştir.

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Daha önce yayınlanmamış ya da yayınlanmak üzere başka bir dergide halen değerlendirmede olmayan ve her bir yazar tarafından onaylanan makaleler değerlendirilmek üzere kabul edilir. Gönderilen ve ön kontrolü geçen makaleler iThenticate yazılımı kullanılarak intihal için taranır. İntihal kontrolünden sonra, uygun olan makaleler baş editör tarafından orijinallik, metodoloji, işlenen konunun önemi ve dergi kapsamı ile uyumluluğu açısından değerlendirilir. Baş editör, makaleleri, yazarların etnik kökeninden, cinsiyetinden, cinsel yöneliminden, uyruğundan, dini inancından ve siyasi felsefesinden bağımsız olarak değerlendirir. Yayına gönderilen makalelerin adil bir şekilde çift taraflı kör hakem değerlendirmesinden geçmelerini sağlar.

Seçilen makaleler en az iki ulusal/uluslararası hakeme değerlendirmeye gönderilir; yayın kararı, hakemlerin talepleri doğrultusunda yazarların gerçekleştirdiği düzenlemelerin ve hakem sürecinin sonrasında baş editör tarafından verilir.

Hakemlerin değerlendirmeleri objektif olmalıdır. Hakem süreci sırasında hakemlerin aşağıdaki hususları dikkate alarak değerlendirmelerini yapmaları beklenir.

- Makale yeni ve önemli bir bilgi içeriyor mu?
- Öz, makalenin içeriğini net ve düzgün bir şekilde tanımlıyor mu?
- Yöntem bütünlüklü ve anlaşılır şekilde tanımlanmış mı?
- Yapılan yorum ve varılan sonuçlar bulgularla kanıtlanıyor mu?
- Alandaki diğer çalışmalara yeterli referans verilmiş mi?
- Dil kalitesi yeterli mi?

Hakemler, gönderilen makalelere ilişkin tüm bilginin, makale yayınlanana kadar gizli kalmasını sağlamalı ve yazar tarafında herhangi bir telif hakkı ihlali ve intihal fark ederlerse editöre raporlamalıdırlar. Hakem, makale konusu hakkında kendini vasıflı hissetmiyor ya da zamanında geri dönüş sağlaması mümkün görünmüyorsa, editöre bu durumu bildirmeli ve hakem sürecine kendisini dahil etmemesini istemelidir.

Değerlendirme sürecinde editör hakemlere gözden geçirme için gönderilen makalelerin, yazarların özel mülkü olduğunu ve bunun imtiyazlı bir iletişim olduğunu açıkça belirtir. Hakemler ve yayın kurulu üyeleri başka kişilerle makaleleri tartışamazlar. Hakemlerin kimliğinin gizli kalmasına özen gösterilmelidir.

YAYIN ETİĞİ VE İLKELER

Istanbul Management Journal, yayın etiğinde en yüksek standartlara bağlıdır ve Committee on Publication Ethics (COPE), Directory of Open Access Journals (DOAJ), Open Access Scholarly Publishers Association (OASPA) ve World Association of Medical Editors (WAME) tarafından yayınlanan etik yayıncılık ilkelerini benimser; Principles of Transparency and Best Practice in Scholarly Publishing başlığı altında ifade edilen ilkeler için adres: https://publicationethics.org/resources/guidelines-new/principles-transparency-andbest-practice-scholarly-publishing Gönderilen tüm makaleler orijinal, yayınlanmamış ve başka bir dergide değerlendirme sürecinde olmamalıdır. Her bir makale editörlerden biri ve en az iki hakem tarafından çift kör değerlendirmeden geçirilir. İntihal, duplikasyon, sahte yazarlık/inkar edilen yazarlık, araştırma/veri fabrikasyonu, makale dilimleme, dilimleyerek yayın, telif hakları ihlali ve çıkar çatışmasının gizlenmesi, etik dışı davranışlar olarak kabul edilir. Kabul edilen etik standartlara uygun olmayan tüm makaleler yayından çıkarılır. Buna yayından sonra tespit edilen olası kuraldışı, uygunsuzluklar içeren makaleler de dahildir.

Araştırma Etiği

Dergi araştırma etiğinde en yüksek standartları gözetir ve aşağıda tanımlanan uluslararası araştırma etiği ilkelerini benimser. Makalelerin etik kurallara uygunluğu yazarların sorumluluğundadır. - Araştırmanın tasarlanması, tasarımın gözden geçirilmesi ve araştırmanın yürütülmesinde, bütünlük, kalite ve şeffaflık ilkeleri sağlanmalıdır.

- Araştırma ekibi ve katılımcılar, araştırmanın amacı, yöntemleri ve öngörülen olası kullanımları; araştırmaya katılımın gerektirdikleri ve varsa riskleri hakkında tam olarak bilgilendirilmelidir.
- Araştırma katılımcılarının sağladığı bilgilerin gizliliği ve yanıt verenlerin gizliliği sağlanmalıdır. Araştırma katılımcıların özerkliğini ve saygınlığını koruyacak şekilde tasarlanmalıdır.

- Araştırma katılımcıları gönüllü olarak araştırmada yer almalı, herhangi bir zorlama altında olmamalıdırlar. - Katılımcıların zarar görmesinden kaçınılmalıdır. Araştırma, katılımcıları riske sokmayacak şekilde planlanmalıdır.
- Araştırma bağımsızlığıyla ilgili açık ve net olunmalı; çıkar çatışması varsa belirtilmelidir.
- Deneysel çalışmalarda, araştırmaya katılmaya karar veren katılımcıların yazılı bilgilendirilmiş onayı alınmalıdır. Çocukların ve vesayet altındakilerin veya tasdiklenmiş akıl hastalığı bulunanların yasal vasisinin onayı alınmalıdır.
- Çalışma herhangi bir kurum ya da kuruluşta gerçekleştirilecekse bu kurum ya da kuruluştan çalışma yapılacağına dair onay alınmalıdır.
- İnsan öğesi bulunan çalışmalarda, "yöntem" bölümünde katılımcılardan "bilgilendirilmiş onam" alındığının ve çalışmanın yapıldığı kurumdan etik kurul onayı alındığı belirtilmesi gerekir.

Yazarların Sorumluluğu

Makalelerin bilimsel ve etik kurallara uygunluğu yazarların sorumluluğundadır. Yazar makalenin orijinal olduğu, daha önce başka bir yerde yayınlanmadığı ve başka bir yerde, başka bir dilde yayınlanmak üzere değerlendirmede olmadığı konusunda teminat sağlamalıdır. Uygulamadaki telif kanunları ve anlaşmaları gözetilmelidir. Telife bağlı materyaller (örneğin tablolar, şekiller veya büyük alıntılar) gerekli izin ve teşekkürle kullanılmalıdır. Başka yazarların, katkıda bulunanların çalışmaları ya da yararlanılan kaynaklar uygun biçimde kullanılmalı ve referanslarda belirtilmelidir. Gönderilen makalede tüm yazarların akademik ve bilimsel olarak doğrudan katkısı olmalıdır, bu bağlamda "yazar" yayınlanan bir araştırmanın kavramsallaştırılmasına ve dizaynına, verilerin elde edilmesine, analizine ya da yorumlanmasına belirgin katkı yapan, yazının yazılması ya da bunun içerik açısından eleştirel biçimde gözden geçirilmesinde görev yapan birisi olarak görülür. Yazar olabilmenin diğer koşulları ise, makaledeki çalışmayı planlamak veya icra etmek ve / veya revize etmektir. Fon sağlanması, veri toplanması ya da araştırma grubunun genel süpervizyonu tek başına yazarlık hakkı kazandırmaz. Yazar olarak gösterilen tüm bireyler sayılan tüm ölçütleri karşılamalıdır ve yukarıdaki ölçütleri karşılayan her birey yazar olarak gösterilebilir. Yazarların isim sıralaması ortak verilen bir karar olmalıdır. Tüm yazarlar yazar sıralamasını Telif Hakkı Anlaşması Formu'nda imzalı olarak belirtmek zorundadırlar. Yazarlık için yeterli ölçütleri karşılamayan ancak çalışmaya katkısı olan tüm bireyler "teşekkür / bilgiler" kısmında sıralanmalıdır. Bunlara örnek olarak ise sadece teknik destek sağlayan, yazıma yardımcı olan ya da sadece genel bir destek sağlayan, finansal ve materyal desteği sunan kişiler verilebilir. Bütün yazarlar, araştırmanın sonuçlarını ya da bilimsel değerlendirmeyi etkileyebilme potansiyeli olan finansal ilişkiler, çıkar çatışması ve çıkar rekabetini beyan etmelidirler. Bir yazar kendi yayınlanmış yazısında belirgin bir hata ya da yanlışlık tespit ederse, bu yanlışlıklara ilişkin düzeltme ya da geri çekme için editör ile hemen temasa geçme ve işbirliği yapma sorumluluğunu taşır.

Editör ve Hakem Sorumlulukları

Baş editör, makaleleri, yazarların etnik kökeninden, cinsiyetinden, cinsel yöneliminden, uyruğundan, dini inancından ve siyasi felsefesinden bağımsız olarak değerlendirir. Yayına gönderilen makalelerin adil bir şekilde çift taraflı kör hakem değerlendirmesinden geçmelerini sağlar. Gönderilen makalelere ilişkin tüm bilginin, makale yayınlanana kadar gizli kalacağını garanti eder. Baş editör içerik ve yayının toplam kalitesinden sorumludur. Gereğinde hata sayfası yayınlamalı ya da düzeltme yapmalıdır. Baş editör; yazarlar, editörler ve hakemler arasında çıkar çatışmasına izin vermez. Hakem atama konusunda tam yetkiye sahiptir ve Dergide yayınlanacak makalelerle ilgili nihai kararı vermekle yükümlüdür.

Hakemlerin araştırmayla ilgili, yazarlarla ve/veya araştırmanın finansal destekçileriyle çıkar çatışmaları olmamalıdır. Değerlendirmelerinin sonucunda tarafsız bir yargıya varmalıdırlar. Gönderilmiş yazılara ilişkin tüm bilginin gizli tutulmasını sağlamalı ve yazar tarafında herhangi bir telif hakkı ihlali ve intihal fark ederlerse editöre raporlamalıdırlar. Hakem, makale konusu hakkında kendini vasıflı hissetmiyor ya da zamanında geri dönüş sağlaması mümkün görünmüyorsa, editöre bu durumu bildirmeli ve hakem sürecine kendisini dahil etmemesini istemelidir. Değerlendirme sürecinde editör hakemlere gözden geçirme için gönderilen makalelerin, yazarların özel mülkü olduğunu ve bunun imtiyazlı bir iletişim olduğunu açıkça belirtir. Hakemler ve yayın kurulu üyeleri başka kişilerle makaleleri tartışamazlar. Hakemlerin kimliğinin gizli kalmasına özen gösterilmelidir. Bazı durumlarda editörün kararıyla, ilgili hakemlerin makaleye ait yorumları aynı makaleyi yorumlayan diğer hakemlere gönderilerek hakemlerin bu süreçte aydınlatılması sağlanabilir.

YAZILARIN HAZIRLANMASI

Dil

Dergide İngilizce dilinde makaleler yayınlanır.

Yazıların Hazırlanması ve Yazım Kuralları

Aksi belirtilmedikçe gönderilen yazılarla ilgili tüm yazışmalar ilk yazarla yapılacaktır. Makale gönderimi online olarak ve http://imj.istanbul.edu.tr üzerinden yapılmalıdır. Gönderilen yazılar, yazının yayınlanmak üzere gönderildiğini ifade eden, makale türünü belirten ve makaleyle ilgili detayları içeren (bkz: Son Kontrol Listesi) bir mektup; yazının elektronik formunu içeren Microsoft Word 2003 ve üzerindeki versiyonları ile yazılmış elektronik dosya ve tüm yazarların imzaladığı Telif Hakkı Anlaşması Formu eklenerek gönderilmelidir.

1. Çalışmalar, A4 boyutundaki kağıdın bir yüzüne, üst, alt, sağ ve sol taraftan 2,5 cm. boşluk bırakılarak, 10 punto Times New Roman harf karakterleriyle ve 1,5 satır aralık ölçüsü ile ve iki yana yaslı olarak hazırlanmalıdır. Paragraf başlarında tab tuşu kullanılmalıdır. Metin içinde yer alan tablo ve şemalarda ise tek satır aralığı kullanılmalıdır.
2. Metnin başlığı küçük harf, koyu renk, Times New Roman yazı tipi, 12 punto olarak sayfanın ortasında yer almalıdır.
3. Metin yazarına ait bilgiler başlıktan sonra bir satır atlanarak, Times New Roman yazı tipi, 10 punto ve tek satır aralığı kullanılarak sayfanın soluna yazılacaktır. Yazarın adı küçük harfle, soyadı büyük harfle belirtildikten sonra bir alt satıra unvanı, çalıştığı kurum ve e-posta adresi yazılacaktır.
4. Giriş bölümünden önce 150-200 kelimelik çalışmanın kapsamını, amacını, ulaşılan sonuçları ve kullanılan yöntemi kaydeden makale dilinde ve ingilizce öz ile 600-800 kelimelik İngilizce genişletilmiş özet yer almalıdır. Çalışmanın İngilizce başlığı İngilizce özün üzerinde yer almalıdır. İngilizce ve makale dilinde özlerin altında çalışmanın içeriğini temsil eden, makale dilinde 5-8 adet, İngilizce adet anahtar kelime yer almalıdır. Makale İngilizce ise İngilizce genişletilmiş özet istenmez.
5. Çalışmaların başlıca şu unsurları içermesi gerekmektedir: Makale dilinde başlık, öz ve anahtar kelimeler; İngilizce başlık öz ve anahtar kelimeler; İngilizce genişletilmiş özet (makale İngilizce ise İngilizce genişletilmiş özet istenmez), ana metin bölümleri, son notlar ve kaynaklar.
6. Çalışmalarda tablo, grafik ve şekil gibi göstergeler ancak çalışmanın takip edilebilmesi açısından gereklilik arz ettiği durumlarda, numaralandırılarak, tanımlayıcı bir başlık ile

birlikte verilmelidir. Demografik özellikler gibi metin içinde verilebilecek veriler, ayrıca tablolar ile ifade edilmemelidir.

7. Yayınlanmak üzere gönderilen makale ile birlikte yazar bilgilerini içeren kapak sayfası gönderilmelidir. Kapak sayfasında, makalenin başlığı, yazar veya yazarların bağlı bulundukları kurum ve unvanları, kendilerine ulaşılabilecek adresler, cep, iş ve faks numaraları, ORCID ve e-posta adresleri yer almalıdır (bkz. Son Kontrol Listesi).
8. Kurallar dâhilinde dergimize yayınlanmak üzere gönderilen çalışmaların her türlü sorumluluğu yazar/yazarlarına aittir.
9. Yayın kurulu ve hakem raporları doğrultusunda yazarlardan, metin üzerinde bazı düzeltmeler yapmaları istenebilir.
10. Dergiye gönderilen çalışmalar yayınlansın veya yayınlanmasın geri gönderilmez.

KAYNAKLAR

Derleme yazıları okuyucular için bir konudaki kaynaklara ulaşmayı kolaylaştıran bir araç olsa da, her zaman orijinal çalışmayı doğru olarak yansıtmaz. Bu yüzden mümkün olduğunca yazarlar orijinal çalışmaları kaynak göstermelidir. Öte yandan, bir konuda çok fazla sayıda orijinal çalışmanın kaynak gösterilmesi yer israfına neden olabilir. Birkaç anahtar orijinal çalışmanın kaynak gösterilmesi genelde uzun listelerle aynı işi görür. Ayrıca günümüzde kaynaklar elektronik versiyonlara eklenebilmekte ve okuyucular elektronik literatür taramalarıyla yayınlara kolaylıkla ulaşabilmektedir.

Kabul edilmiş ancak henüz sayıya dahil edilmemiş makaleler Early View olarak yayınlanır ve bu makalelere atıflar "advance online publication" şeklinde verilmelidir. Genel bir kaynaktan elde edilemeyecek temel bir konu olmadıkça "kişisel iletişimlere" atıfta bulunulmamalıdır. Eğer atıfta bulunulursa parantez içinde iletişim kurulan kişinin adı ve iletişimin tarihi belirtilmelidir. Bilimsel makaleler için yazarlar bu kaynaktan yazılı izin ve iletişimin doğruluğunu gösterir belge almalıdır. Kaynakların doğruluğundan yazar(lar) sorumludur. Tüm kaynaklar metinde belirtilmelidir. Kaynaklar alfabetik olarak sıralanmalıdır.

Referans Stili ve Formatı

Istanbul Management Journal, metin içi alıntılama ve kaynak gösterme için APA (American Psychological Association) kaynak sitilinin 6. edisyonunu benimser. APA 6. Edisyon hakkında bilgi için:

- American Psychological Association. (2010). Publication manual of the American Psychological Association (6th ed.). Washington, DC: APA.
- http://www.apastyle.org/

Kaynakların doğruluğundan yazar(lar) sorumludur. Tüm kaynaklar metinde belirtilmelidir. Kaynaklar aşağıdaki örneklerdeki gibi gösterilmelidir.

Metin İçinde Kaynak Gösterme

Kaynaklar metinde parantez içinde yazarların soyadı ve yayın tarihi yazılarak belirtilmelidir. Birden fazla kaynak gösterilecekse kaynaklar arasında (;) işareti kullanılmalıdır. Kaynaklar alfabetik olarak sıralanmalıdır.

Örnekler:

Birden fazla kaynak;
(Esin ve ark., 2002; Karasar 1995)
Tek yazarlı kaynak;
(Akyolcu, 2007)
İki yazarlı kaynak;
(Sayıner ve Demirci, 2007, s. 72)
Üç, dört ve beş yazarlı kaynak;
Metin içinde ilk kullanımda: (Ailen, Ciambrune ve Welch 2000, s. 12–13) Metin içinde tekrarlayan kullanımlarda: (Ailen ve ark., 2000)
Altı ve daha çok yazarlı kaynak;
(Çavdar ve ark., 2003)

Kaynaklar Bölümünde Kaynak Gösterme

Kullanılan tüm kaynaklar metnin sonunda ayrı bir bölüm halinde yazar soyadlarına göre alfabetik olarak numaralandırılmadan verilmelidir.

Kaynak yazımı ile ilgili örnekler aşağıda verilmiştir.

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Marcoux, A. (2008). Business ethics. In E. N. Zalta (Ed.), *The Stanford encyclopedia of philosophy*. Retrieved from http://plato.stanford.edu/entries/ethics-business/

e) Podcast

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f) Bir Televizyon Dizisinden Tek Bir Bölüm

Shore, D. (Senarist), Jackson, M. (Senarist) ve Bookstaver, S. (Yönetmen). (2012). Runaways [Televizyon dizisi bölümü]. D. Shore (Baş yapımcı), *House M.D.* içinde. New York, NY: Fox Broadcasting.

g) Müzik Kaydı

Say, F. (2009). Galata Kulesi. *İstanbul senfonisi* [CD] içinde. İstanbul: Ak Müzik.

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a) Turkish Book

Karasar, N. (1995). *Araştırmalarda rapor hazırlama* (8th ed.) [Preparing research reports]. Ankara, Turkey: 3A Eğitim Danışmanlık Ltd.

b) Book Translated into Turkish

Mucchielli, A. (1991). *Zihniyetler* [Mindsets] (A. Kotil, Trans.). İstanbul, Turkey: İletişim Yayınları.

c) Edited Book

Ören, T., Üney, T., & Çölkesen, R. (Eds.). (2006). *Türkiye bilişim ansiklopedisi* [Turkish Encyclopedia of Informatics]. İstanbul, Turkey: Papatya Yayıncılık.

d) Turkish Book with Multiple Authors

Tonta, Y., Bitirim, Y., & Sever, H. (2002). T*ürkçe arama motorlarında performans değerlendirme* [Performance evaluation in Turkish search engines]. Ankara, Turkey: Total Bilişim.

e) Book in English

Kamien R., & Kamien A. (2014). *Music: An appreciation.* New York, NY: McGraw-Hill Education.

f) Chapter in an Edited Book

Bassett, C. (2006). Cultural studies and new media. In G. Hall & C. Birchall (Eds.), *New cultural studies: Adventures in theory* (pp. 220–237). Edinburgh, UK: Edinburgh University Press.

g) Chapter in an Edited Book in Turkish

Erkmen, T. (2012). Örgüt kültürü: Fonksiyonları, öğeleri, işletme yönetimi ve liderlikteki önemi [Organization culture: Its functions, elements and importance in leadership and business management]. In M. Zencirkıran (Ed.), *Örgüt sosyolojisi* [Organization sociology] (pp. 233–263). Bursa, Turkey: Dora Basım Yayın.

h) Book with the same organization as author and publisher

American Psychological Association. (2009). *Publication manual of the American psychological association* (6th ed.). Washington, DC: Author.

Article

a) Turkish Article

Mutlu, B., & Savaşer, S. (2007). Çocuğu ameliyat sonrası yoğun bakımda olan ebeveynlerde stres nedenleri ve azaltma girişimleri [Source and intervention reduction of stress for parents whose children are in intensive care unit after surgery]. *Istanbul University Florence Nightingale Journal of Nursing, 15*(60), 179–182.

b) English Article

de Cillia, R., Reisigl, M., & Wodak, R. (1999). The discursive construction of national identity. *Discourse and Society, 10*(2), 149–173. http://dx.doi.org/10.1177/0957926599010002002

c) Journal Article with DOI and More Than Seven Authors

Lal, H., Cunningham, A. L., Godeaux, O., Chlibek, R., Diez-Domingo, J., Hwang, S.-J. ... Heineman, T. C. (2015). Efficacy of an adjuvanted herpes zoster subunit vaccine in older adults. *New England Journal of Medicine, 372,* 2087–2096. http://dx.doi.org/10.1056/NEJMoa1501184

d) Journal Article from Web, without DOI

Sidani, S. (2003). Enhancing the evaluation of nursing care effectiveness. *Canadian Journal of Nursing Research, 35*(3), 26–38. Retrieved from http://cjnr.mcgill.ca

e) Journal Article wih DOI

Turner, S. J. (2010). Website statistics 2.0: Using Google Analytics to measure library website effectiveness. *Technical Services Quarterly, 27,* 261–278. http://dx.doi.org/10.1080/07317131003765910

f) Advance Online Publication

Smith, J. A. (2010). Citing advance online publication: A review. *Journal of Psychology.* Advance online publication. http://dx.doi.org/10.1037/a45d7867

g) Article in a Magazine

Henry, W. A., III. (1990, April 9). Making the grade in today's schools. *Time, 135,* 28–31.

Doctoral Dissertation, Master's Thesis, Presentation, Proceeding

a) Dissertation/Thesis from a Commercial Database

Van Brunt, D. (1997). *Networked consumer health information systems* (Doctoral dissertation). Available from ProQuest Dissertations and Theses database. (UMI No. 9943436)

b) Dissertation/Thesis from an Institutional Database

Yaylalı-Yıldız, B. (2014). *University campuses as places of potential publicness: Exploring the politicals, social and cultural practices in Ege University* (Doctoral dissertation). Retrieved from Retrieved from: http://library.iyte.edu.tr/tr/hizli-erisim/iyte-tez-portali

c) Dissertation/Thesis from Web

Tonta, Y. A. (1992). *An analysis of search failures in online library catalogs* (Doctoral dissertation, University of California, Berkeley). Retrieved from http://yunus.hacettepe.edu.tr/~tonta/yayinlar /phd/ickapak.html

d) Dissertation/Thesis abstracted in Dissertations Abstracts International

Appelbaum, L. G. (2005). Three studies of human information processing: Texture amplification, motion representation, and figure-ground segregation. *Dissertation Abstracts International: Section B. Sciences and Engineering, 65*(10), 5428.

e) Symposium Contribution

Krinsky-McHale, S. J., Zigman, W. B., & Silverman, W. (2012, August). Are neuropsychiatric symptoms markers of prodromal Alzheimer's disease in adults with Down syndrome? In W. B. Zigman (Chair), *Predictors of mild cognitive impairment, dementia, and mortality in adults with Down syndrome.* Symposium conducted at the meeting of the American Psychological Association, Orlando, FL.

f) Conference Paper Abstract Retrieved Online

Liu, S. (2005, May). *Defending against business crises with the help of intelligent agent based early warning solutions.* Paper presented at the Seventh International Conference on Enterprise Information Systems, Miami, FL. Abstract retrieved from http://www.iceis.org/iceis2005/abstracts_2005.htm

g) Conference Paper - In Regularly Published Proceedings and Retrieved Online

Herculano-Houzel, S., Collins, C. E., Wong, P., Kaas, J. H., & Lent, R. (2008). The basic nonuniformity of the cerebral cortex. *Proceedings of the National Academy of Sciences, 105,* 12593–12598. http://dx.doi.org/10.1073/pnas.0805417105

h) Proceeding in Book Form

Parsons, O. A., Pryzwansky, W. B., Weinstein, D. J., & Wiens, A. N. (1995). Taxonomy for psychology. In J. N. Reich, H. Sands, & A. N. Wiens (Eds.), *Education and training beyond the doctoral degree: Proceedings of the American Psychological Association National Conference on Postdoctoral Education and Training in Psychology* (pp. 45–50). Washington, DC: American Psychological Association.

i) Paper Presentation

Nguyen, C. A. (2012, August). *Humor and deception in advertising: When laughter may not be the best medicine.* Paper presented at the meeting of the American Psychological Association, Orlando, FL.

Other Sources

a) Newspaper Article

Browne, R. (2010, March 21). This brainless patient is no dummy. *Sydney Morning Herald, 45.*

b) Newspaper Article with no Author

New drug appears to sharply cut risk of death from heart failure. (1993, July 15). *The Washington Post,* p. A12.

c) Web Page/Blog Post

Bordwell, D. (2013, June 18). David Koepp: Making the world movie-sized [Web log post]. Retrieved from http://www.davidbordwell.net/blog/page/27/

d) Online Encyclopedia/Dictionary

Ignition. (1989). In *Oxford English online dictionary* (2nd ed.). Retrieved from http://dictionary.oed.com

Marcoux, A. (2008). Business ethics. In E. N. Zalta (Ed.). *The Stanford encyclopedia of philosophy.* Retrieved from http://plato.stanford.edu/entries/ethics-business/

e) Podcast

Dunning, B. (Producer). (2011, January 12). *in Fact: Conspiracy theories* [Video podcast]. Retrieved from http://itunes.apple.com/

f) Single Episode in a Television Series

Egan, D. (Writer), & Alexander, J. (Director). (2005). Failure to communicate. [Television series episode]. In D. Shore (Executive producer), *House;* New York, NY: Fox Broadcasting.

g) Music

Fuchs, G. (2004). Light the menorah. On *Eight nights of Hanukkah* [CD]. Brick, NJ: Kid Kosher.

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Responsible/Corresponding Author:
Sorumlu Yazar:

University/company/institution	*Çalıştığı kurum*	
Address	*Posta adresi*	
E-mail	*E-posta*	
Phone; mobile phone	*Telefon no; GSM no*	

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