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Editorial

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RESEARCH ARTICLE

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The Effect of the Consumer Arrogance on the Luxury Fashion Products Purchase Intention

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Abstract

When the development of the global luxury product market is examined, it is seen that despite the changes in economic conditions, the luxury product market volume continues to grow with increasing momentum. When the Turkish luxury products category is examined, the luxury goods category has had the most expansion. The growth of the luxury product market and the increasing demand for luxury products have increased the importance of analyzing the consumption behavior of consumers towards luxury products. Consumer behavior is affected by various factors, one of which is the arrogance factor addressed in our study. Arrogant consumers reflect their social status and superiority through consumption and are willing to buy luxury products. In this study, while examining the effect of consumer arrogance on the intention to buy luxury fashion items, The Theory of Reasoned Action (TRA) was used. A survey form was prepared in accordance with the purpose of the research and an online questionnaire was applied to 282 individuals living and consuming luxury in Turkey. The data obtained were tested through SEM (Structural Equation Model) and it was concluded that consumer arrogance influenced the intention to buy luxury fashion items.

Keywords: *Consumer Arrogance, Luxury Fashion Products, Theory of Reasoned Action.*

Öz

Global lüks ürün pazarının son yıllardaki gelişimi incelendiğinde, ekonomik koşullar değişmesine rağmen lüks ürün pazar hacminin artan bir ivmeyle büyümeye devam ettiği görülmüştür. Lüks ürünler kategorisi içerisinde Türkiye pazarına bakıldığında lüks moda ürünleri, lüks ürünler kategorisi içerisinde en çok artış gösteren kategori olmuştur. Lüks ürün pazarının gün geçtikçe büyümesi ve lüks ürünlere olan talebin artması, tüketicilerin lüks ürünlere karşı olan tüketim davranışlarının incelenmesinin önemini arttırmıştır. Tüketici davranışları çeşitli faktörlerden etkilenmekte olup bunlardan biri de çalışmamızda ele alınan kibir faktörüdür. Kibirli tüketiciler sosyal statülerini ve üstünlüklerini tüketim yoluyla yansıtmakta olup lüks ürün satın almaya isteklidirler. Bu çalışmada tüketici kibrinin lüks moda ürünü satın alma niyeti üzerindeki etkisi incelenirken Sebepli Eylem Teorisinden yararlanılmıştır. Araştırma amacına uygun olarak bir anket formu hazırlanmış ve Gaziantep'te yaşayan ve lüks tüketim yapan 282 bireye çevrimiçi olarak anket uygulanmıştır. Elde edilen veriler YEM (Yapısal Eşitlik Modeli) aracılığıyla test edilmiştir ve tüketici kibrinin lüks moda ürünü satın alma niyeti üzerinde etkili olduğu sonucuna varılmıştır.

Anahtar Kelimeler: *Tüketici Kibri, Lüks Moda Ürünler, Gerekçeli Eylem Teorisi*

Introduction

While luxury products only appealed to a certain elite class in the past, the increase in living standards and the abundance of production beginning with the industrial revolution has led to an increase in the variety of luxury products which has become more accessible. Today, luxury products constitute the product segments characterized by the fastest growth and the most profit (Berthon et al, 2009). According to EuroMonitor 2021 data, the global luxury product market size reached 1.1 trillion dollars in 2021, while it was 902 billion dollars in 2014. Turkey's luxury product market size, on the other hand, ranks 21st in the world and has a market size of approximately 6.3 billion dollars. While the Turkish luxury goods market was approximately 32 billion TL in 2014, it reached approximately 36 billion TL in 2019. The Turkish luxury goods market lost its growth momentum for two years after 2017. Through the same economic conditions, while the personal luxury products market, including luxury fashion products such as clothing and accessories, exceeded 9 billion TL in 2019, it continued to grow every year and exceeded 16 billion TL in 2022 and became the luxury goods category with the most stable growth (EuroMonitor, 2022).

In consumer research, consumption orientations that have negative effects on consumers are referred to as the dark side of consumer behaviour (Dootson et al, 2017; Hirschmann, 1991). Consumer behaviours are affected by many internal and external factors, and one of them is arrogance, which is one of the negative personality traits. Arrogance is identified as a dimension of narcissism and a socially undesirable personality trait with dark features (Paulhus and Williams, 2002). It is accepted that psychological factors and personality traits play a very important role in shaping consumer purchase decisions (Cisek et al, 2014). Consumer arrogance is defined by Ruvio and Shoham as the tendency of individuals to demonstrate their social superiority through acquiring, using, or displaying consumer goods. In this context, a new concept has been introduced to the literature on consumers by referring to the symbolic tools of the products. According to Ruvio and Shoham (2016), arrogance is a personality trait that is associated with excessive behaviours towards others, and these authors developed the Consumer Arrogance Scale to explain how arrogant tendencies shape consumers' consumption behaviours and to understand how individuals reflect their arrogant tendencies through consumption. The basis for the emergence of the Consumer Arrogance Scale was the question of how the arrogance tendency guides consumption behaviours. Within the context of the Consumer Arrogance Scale, consumer arrogance is defined as a multidimensional personality trait. Arrogant consumers tend to reflect their social status and superiority through consumption. While previous studies highlighted the evidence that the relationship between consumer arrogance and an individual's life satisfaction (Balıkçıoğlu and Arslan, 2019a), social status (Ruvio and Shoham, 2016), and brand perceptions (Chan, 2006), few studies sought to analyse the influence of consumer arrogance on purchase intention. The primary purpose of this study is to examine whether there is a relationship between consumer arrogance and consumers' intention to purchase luxury fashion products. The study also aims to investigate the relationship of consumer arrogance with behavioural attitudes and subjective norms towards consumers' intention to purchase luxury fashion products.

The main purpose of this study is to examine whether there is a relationship between consumer arrogance and consumers' intention to purchase luxury fashion products. The existing literature is limited in terms of dealing with consumer arrogance concerning consumer behaviour. In addition, there seems to be no study investigating the effect of consumer arrogance on the intention to purchase luxury products. In this context, the study aimed to seek answers to the following questions:

- Does consumer arrogance influence the consumers' attitudes towards purchasing luxury fashion products?
- Does consumer arrogance impact the consumer's subjective norms related to the

intention to purchase luxury fashion products?
- Do behavioral attitudes impact consumers' intention to purchase luxury fashion products?
- Do consumers' subjective norms for purchasing luxury fashion items influence consumers' intention to purchase luxury fashion items?
- Does consumer arrogance influence the consumers' intention to purchase luxury fashion products?
- Does consumer arrogance influence the consumers' intention to purchase luxury fashion products?

Literature Review

Empirical studies on luxury goods consumption behaviour have focused on the investigation of why consumers desire to own luxury goods (Godey et al, 2009; Tian et al, 2001). As a result of a review of the literature on luxury consumption, the study makes use of the Theory of reasoned action (TRA) to explain how consumer arrogance influences luxury consumption. The theory of reasoned action is a perspective that examines the causes and influences of human behaviour (Fishbein and Ajzen, 1975) and can be useful for a deeper understanding of consumers' attitudes and social norms that influence their behaviours (Crosby and Muehling, 2001; Mishra et al, 2014). TRA might be advantageous in obtaining a clear understanding of consumers' attitudes and behaviours, which influence the behaviours (Conner et al., 2001; Fielding et al., 2008). Previous studies highlighted the explanatory role of the TRA on brand loyalty, purchase intention, sustainability, and luxury consumption (Chinomona et. al, 2013; Mishra et. al, 2014; Aksoy and Abdulfatai, 2019; Monkge and Makgosa, 2021; Jang and Cho, 2022). Previous studies portray a significant relationship between TRA, and luxury products purchase intentions. Ajitha and Sivakumar (2017) applied TRA to explain women's purchasing intention of luxury cosmetic products. Aksoy (2019) claimed that TRA model provides a framework to examine the impact of culture, beliefs, attitudes, and behaviours on luxury purchasing intention. Blazquez et al. (2020) highlighted that TRA model explores millennials' perceptions of luxury fashion wearable technology.

In this research, the theory of reasoned action by Fishbein and Ajzen was utilized in the investigation of the effect of consumer arrogance on the intention to purchase luxury products. The effect of consumer arrogance on behavioural attitudes and subjective norms was also investigated together with the effect of consumer arrogance on luxury product purchase intention. For the conceptual framework of the research, the consumer arrogance scale developed by Ruvio and Shoham (2016) was used. Based on the relevant literature, the study includes the model structures given in Table 1.

Table 1. Definitions of Model Structures

Elements	Definitions	Researchers
Luxury Products	Items that are superfluous and unnecessary, and that help the owner gain respect from others.	Berry (1994); Dikmen, (2008); Shukla (2010)
Consumer Arrogance	The tendency of people to demonstrate their social superiority through acquiring, using, or displaying consumer goods	(Ruvio and Shoham, 2016
Luxury Fashion Products	Products that attach more importance to design and creativity than other sectors and offer a lifestyle other than psychological and emotional needs, as they offer being unique and special.	Okonkwo, (2007)
Theory of Reasoned Action	Behaviors are determined by intentions, and the relationship between attitudes and personal norms and purchase intention is examined.	Fishbein and Ajzen, (1975).

Luxury Concept

While the history of luxury dates to the history of civilization, it's known that the production of rare speciality goods produced for the wealthy and powerful in society dates back thousands of years. (Abalkhail, 2015). Beginning with the industrial revolution in the nineteenth century, increasing living standards and abundance of production led to an increase in the variety of luxury products, and as a result, luxury products became more accessible (Hauck and Stanforth, 2007). Luxury goods, which were previously available only to a limited class and nobles, led to an increase purchasing power and in the use of luxury products by a wider population with the emergence of the middle class because of the French Revolution. Inherited luxury goods became accessible to high-income individuals. During the early 1900s, consumption moved away from the purpose of meeting needs and was defined in a novel way referring to the domination of pleasure and desires (Kireçci, 2015). By the end of the 1900s, the concept of luxury underwent another evolution and became a developed economic sector. In this period, globalization, digital interaction and communication, the emergence of new market segments, international trips, cultural mergers, increases in trade between countries, removal of barriers for entries into the countries' markets, and increases in the luxury consumer group resulted in the growth of the luxury sector and increased the competition in all related categories (Okonkwo, 2009). For a product or service to be considered a luxury, it must possess the features of superior materials, quality, extraordinary design, and is rare and very expensive (Dewey, 2009). The term "luxury" is defined as a unique identity (Shukla, 2011), which is appealing and beyond indispensable (Heine & Phan, 2011). Luxury products are distinguished from ordinary products by their basic features. The basic features of luxury products are related to their price, quality, rarity, aesthetic superiority, unusualness, and symbolic meaning (Heine, 2012). Wiedmann and Hennings, in their book titled *Luxury Marketing: A Challenge for Theory and Practice* published in 2012, dealt with the definitions of luxury with a broad perspective and tried to summarize the concept of luxury by its basic features in general with the provided definitions. The concept of luxury has been addressed with seven main dimensions with brief definitions, as seen in the following table (Wiedmann et al, 2012).

Table 2. Seven Major Dimensions of Luxury

Dimensions	Definition
Superior Quality	Exceptional content, components, refinement, expertise
Very High Price	Expensive, exclusive, premium pricing
Scarcity and Uniqueness	Limited distribution, limited edition, handmade
Aesthetics and Attractiveness	work of art, beauty, imagination
Inheritance and Personal History	Ancestral, traditional, passed down from generation to generation
Super-fluousness	Useless, unnecessary

The general characteristics of Turkish luxury product consumers are discussed with the concepts of "logo", "status", and "brand awareness". Turkish luxury product consumers prefer global brands from countries with high prestige and shop from multi-brand stores. Turkish luxury consumers have not yet internalized the brand image while consuming, and the level of their sophistication is low. One of their consumption reasons is the desire to be recognized in society, therefore, they belong to the consumer group that tends to consume luxury (Deloitte, 2019).

Consumer Arrogance

Although the concept of arrogance is a commonly studied subject in psychology literature, it has received far too little attention in consumer behaviour literature. Several studies have investigated the concept of arrogance as a personality trait, the nature of arrogant behaviours and their consequences (Johnson et al, 2010; Silverman et al, 2012), and how arrogant managers and employees are perceived in the work environment (Hareli and Weiner, 2000; Hareli et al, 2006; Johnson et al, 2010). It has been concluded in these studies that individuals who have been defined as arrogant attribute their success to their superior characteristics, and they are perceived as arrogant when they highlight these characteristics to those around them. Johnson et al (2010) concluded in their study that individuals with a high level of arrogance exhibit arrogant behaviours to mask their inadequacies and weaknesses. Arrogant consumers make a connection between the superior quality of the products they buy and their selves and tend to attribute the quality of the products to their superior qualities (Hayward and Hambrick, 1997; Verbeke et al, 2004). Consumers with a high level of arrogance have the belief that individuals who buy products that are, for them, low in quality are also low in character. As a result, they make inferences related to superiority and inferiority in consumption, and these inferences have been considered the origin of consumer arrogance behaviour (Ruvio and Shoham, 2016). Arrogant consumers express their social superiority through acquiring, using, and displaying consumer products. These gains are an indicator of consumers' social status. In this context, Ruvio and Shoham (2016) framed the concept of consumer arrogance on four elements: consumer superiority, consumer bragging, image-based consumption, and exhibitionism-based purchases.

A review of the literature on arrogance and consumer arrogance indicates that far too little attention has been paid to how arrogance guides consumption tendencies and that consumer arrogance is a new concept, especially in the literature on consumer behaviour. Trumbull (2010) investigated arrogance as a personality trait and discussed the negative effects of arrogance on individuals and their social environment. The concept of arrogance, as a personality trait, was examined in the context of manager arrogance. Hayward and Hambrick (1997) reported that individuals attribute the source of their success to themselves, which causes them to be perceived as arrogant by the people around them. These scholars examined the decisions and practices of arrogant managers and their positive and negative effects on companies. Johnson et al (2010) concluded in their study that individuals are perceived as arrogant when they attribute their characteristics and abilities to their superiority and self-esteem, that arrogance develops from a sense of inadequacy and that arrogance in the workplace harms the performance of employees. Silverman et al (2012) dealt with arrogance as a personality trait, examined the situations in which individuals were perceived as arrogant, referred to the negative effects of arrogance in the workplace, and reported that effective leadership and productivity increase were achieved because of reducing manager arrogance in the workplace. In addition, performance increases were reported, resulting from positive social interactions of the employees. Similarly, Michelle et al (2015) examined the concept of arrogance and the consequences of manager arrogance in the relationships of health professionals. Ruvio and Shoham (2016) also considered the concept of consumer arrogance as a personality trait and developed the consumer arrogance scale and analysed how arrogance tendencies guide consumption behaviours and defined consumer arrogance as a multidimensional personality trait. They developed the Consumer Arrogance Scale to understand how individuals reflect their arrogance tendencies through consumption. Bozaci et al (2018) investigated the concept of manager arrogance and the effects of manager arrogance on salespeople and concluded that arrogance plays an active role in salespeople's burnout and their turnover intention. Arslan (2020) examined the effect of materialism, greed, and consumer arrogance on life satisfaction, and explored the mediating effect of consumer arrogance on the relationship between materialism and life satisfaction. It was concluded in the study that consumer arrogance not only increases life satisfaction but also causes an increase in the effect of materialism on life satisfaction. The main purpose of the current study is to examine whether there is a relationship between consumer arrogance and consumers' intention to purchase luxury fashion products.

Theory of Reasoned Action

The theory of reasoned action (TRA), which is a behavioural theory developed by Fishbein and Ajzen in 1975 and includes the mediation of intention variable in the relationship between attitude and behaviour, is among the theories of purchase intention developed from the perspective of social psychology to explain consumer behaviour and predict consumer purchases (Kurnaz, 2019). The TRA is a socio-psychology-based theory of behaviour that proposes that behaviours are determined by intentions, and it examines the relationship between attitudes, personal norms, and purchase intention (Fishbein and Ajzen, 1975). Ajzen and Fishbein (1977) showed that some factors strengthen the relationship between attitude and behaviour, and the more interdependent the relationship between behaviour and attitude, the stronger the relationship between them. The factors that strengthen the relationship between attitude and behaviour are the type of behaviour, the target of the behaviour, the context of the behaviour, and the time of the behaviour. The explanatory factors of the TRA are personal norms and attitudes towards behaviour. Attitudes, together with personal norms, explain the intentions of individuals towards behaviour, and intentions are the direct explanation of behaviour. According to this model, the intention is a function of two basic variables and is explained by attitude towards behaviour and personal norms (Fishbein and Ajzen, 1975). Another objective of this study is to investigate the relationship of consumer arrogance with behavioural attitudes and subjective norms towards consumers' intention to purchase luxury fashion products. In addition, the effect of the purchase intention functions of the TRA as proposed by Fishbein and Ajzen on the consumer's intention to purchase luxury fashion products was also examined in the study.

Method

Research Model and Hypotheses

The research model of the study is provided below. The experimental model that presents the hypotheses of the study in detail is shown in Figure 1. In this study, the relationship between consumer arrogance and consumers' intention to purchase luxury fashion products, within the framework of the TRA, was examined. Ruvio et al. (2020) discussed the indispensable role of word-of-mouth (WOM) on customer arrogance and analysed what circumstances trigger an individual's consumer arrogance to conduct positive and negative WOM communication. Balıkçıoğlu and Aslan (2019b) tested the cross-cultural validation of the consumer arrogance scale in Turkey and Romania. However, there are no previous studies available that provide the combination of consumer arrogance and TRA model used together.

The following hypotheses were developed, following research of the results reported in the related literature.

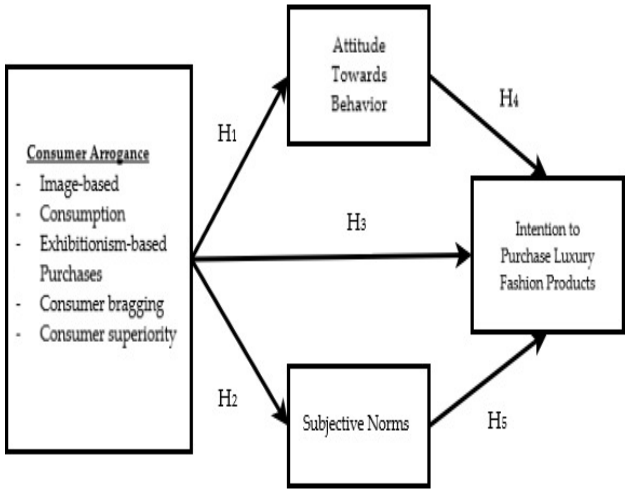

Figure 1. The Research Model

H1: Consumer arrogance has a positive effect on consumers' attitudes towards purchasing luxury fashion products.

H2: Consumer arrogance has a positive effect on the subjective norms of the consumer's intention to purchase luxury fashion products.

H3: Consumer arrogance has a positive effect on consumers' intention to purchase luxury fashion products.

H4: Attitudes towards behaviour have a positive effect on consumers' intention to purchase luxury fashion products.

H5: The subjective norms of consumers for purchasing luxury fashion products have a positive effect on consumers' intention to purchase luxury fashion products.

Sampling

The population of this study includes consumers living in Turkey who buy luxury fashion products. Questionnaires were used as the primary data collection method, and the research was implemented through judgement sampling. Since the data collection stage coincided with the Covid-19 epidemic period, the questionnaires were offered online. The criterion sampling strategy revises all cases that compensate for prearranged criteria (Patton, 2002). Criterion sampling technique was a component of a purposeful sampling strategy designed to identify participants with these criteria: A. Originally from

Turkey and living in Turkey, B. Purchased at least one luxury fashion product. A total of 494 respondents were asked whether they bought luxury fashion products. Of these, 212 participants stated that they did not do so; these were not included in the analysis, and thus the data analysis included 282 respondents. The questionnaire consists of a demographic section and an additional four parts. In the first part, people were asked to respond to open-ended questions about what luxury means to them and how often they buy luxury products. The second part included statements about the factors affecting the intention to purchase luxury products based on the theory of reasoned action. In the third part, there were statements about the consumer arrogance scale. The statements in the final part were to measure the intention to purchase luxury products, using a 5-point Likert scale (1: Strongly Disagree, 2: Disagree, 3: Neither Agree nor Disagree, 4: Agree, 5: Strongly Agree). The data obtained from the questionnaires were analysed with SPSS and AMOS software. Frequency distributions were examined, and factor, reliability, and correlation analyses were made. Confirmatory factor analysis was performed, and the hypotheses were tested by using structural equation modelling.

More than half of the participants (57.4%) were between the ages of 25 and 44. The group with the least number of participants was between the ages of 65 and 74 (1.4%), and there were no participants aged 75 and over. The related literature indicates that younger generations are influenced by luxury consumption through popular magazines, social media, social media influencers, celebrities, and digital advertising. Of the 282 participants, 196 were women and 83 were men. Three of the participants did not want to indicate their gender. The higher number of female participants can be explained by their increasing participation in the workforce, perceiving luxury fashion products such as bags and shoes as a status symbol both in the workplace and in social environments, and their consumption tendencies. Data related to the educational status of the participants showed that the majority have a bachelor's degree (65.6%), followed by those with a master's degree (12.1%), high school (11%), associate degree (6.4%), primary education (2.8%), and PhD (2.1%). The fact that most of the participants had a bachelor's degree may be associated with the increased awareness of luxury brands due to the university environment and friend groups.

Validity and Reliability of the Scale

Varimax rotation was used for the factor analysis of the data. As shown in Table 3, the KMO values of the main scales obtained because of the factor analysis are behavioural attitudes (0.739), subjective norms (0.727), image-based consumption (0.692), exhibitionism-based purchasing (0.835), consumer bragging (0.802), consumer superiority (0.777), and luxury product purchase intention (0.841). The obtained values of KMO were considered valid as they were between 0.692 and 0.841. Bartlett's test, on the other hand, showed the relationship between the variables, the degree of suitability for the analysis, and the statistical significance of the results. The KMO value of the research model was considered meritorious, as the research possessed a KMO value of over .80 (0.889).

Table 3. Cronbach Alpha and KMO Values for Scales

	Scale	Estimate	AVE	C.R.	KMO	Cronbach's Alpha	Bartlett's Test
Theory of Reasoned Action	Behavioral Attitudes	.621 .777 .786	.54	.77	.739	.765	294.331
	Subjective Norms	.649 .824 .859	.61	.82	.727	.789	384.106
Consumer Arrogance	Image-Based Consumption	.713 .771 .580	.48	.73	.692	.717	360.172
	Exhibitionism-Based Purchasing	.690 .793 .726	.54	.78	.835	.858	724.510
	Consumer Bragging	.814 .853 .568	.57	.79	.802	.840	585.901
	Consumer Superiority	.684 .769 .875	.61	.82	.777	.805	377.623
Luxury Product Purchase	Luxury Product Purchase Intention	.827 .907 .903 .838	.76	.93	.841	.924	879.151

The Cronbach's alpha coefficients of the variables are as follows: behavioural attitudes (0.765), subjective norms (0.789), image-based consumption (0.717), exhibitionism-based purchasing (0.858), consumer bragging (0.840), consumer superiority (0.805), and luxury product purchase intention (0.924). In addition, the Cronbach's alpha coefficient of the research model was found to be 0.934, which indicated that all question groups and the whole model possessed a very good level of reliability. In terms of the correlation analysis, there is a positive and significant relationship between behavioural attitude variable, which is one of the purchase intention elements, and variables of image-based consumption ($r = .608$; $p < 0.01$), exhibition-based purchasing ($r = .536$; $p < 0.01$), consumer bragging ($r = .496$; $p < 0.01$), consumer superiority ($r = .242$; $p < 0.01$), and luxury product purchase intention ($r = .543$; $p < 0.01$). There is a positive and significant relationship between the subjective norms' variable, which is one of the purchase intention elements, and the variables of image-based consumption ($r = .412$; $p < 0.01$), exhibitionism-based purchasing ($r = .516$; $p < 0.01$), consumer bragging ($r = .529$; $p < 0.01$), consumer superiority ($r = .365$; $p < 0.01$), and luxury product purchase intention ($r = .426$; $p < 0.01$). There is a positive and significant relationship between the image-based consumption variable, which represents the consumer arrogance scale, and the luxury product purchase intention ($r = .497$; $p < 0.01$). There is a positive and significant relationship between the exhibitionism-based purchasing variable and the luxury product purchase intention ($r = .550$; $p < 0.01$). There is a positive and significant relationship between the consumer bragging variable and the luxury product purchase intention ($r = .478$; $p < 0.01$). There is a positive and significant relationship between the consumer superiority variable and the luxury product purchase intention ($r = .321$; $p < 0.01$).

Table 3 also has the loadings, average variances extracted (AVE) and composite reliabilities. The minimum loading should be ideally at 0.70 or above, but the admissible value of loading values is 0.5. AVE and Composite reliability were examined for all variables contained in the model. Composite reliability values exceeding 0.60 are acceptable in terms of the reliability of a measure. All composite reliabilities were above the standard 0.60 (.77, .82, .73, 78, .79, .82, and .83 respectively) (Chin, 1998). The AVE range reached the proposed value of .50. The AVE values about behavioural attitudes, subjective norms, image-based consumption, exhibitionism-based purchasing, consumer bragging, consumer superiority and luxury product purchase intention reached the acceptable value of .50 (Fornell and Larcker, 1998). Therefore, the measurement model is reliable and valid.

Table 4. Correlation Analysis and Divergent Validity

		(1)	(2)	(3)	(4)	(5)	(6)	(7)
TRA	**1.** Behavioural Attitudes	**.734**						
	2. Subjective Norms	.473**	**.781**					
Consumer Arrogance Scale	**3.** Image-Based Consumption	.608**	.412**	**.692**				
	4.Exhibitionism-Based Purchasing	.536**	.516**	.472**	**.734**			
	5. Consumer Bragging	.496**	.529**	.415**	.656**	**.754**		
	6. Consumer Superiority	.242**	.365**	.167**	.328**	.359**	**.781**	
Luxury Product	**7.** Luxury Product Purchase Intention	.543**	.426**	.497**	.550**	.478**	.321**	**.871**

**: Significant at the 0.01 level. *: Significant at the 0.05 level

Table 4 shows the correlation analysis of the data related to this study. Analysis of the relationship between the variables indicated that all variables have a significant and positive relationship with each other at the level of 0.01. The table also presents the results of the divergent validity along with the correlation analysis. Convergent and divergent validity analyses are required to measure the reliability of a model. Divergent validity concerns the relatedness of the statements of a variable to their associated factors compared to statements with no relationship (Yaşlıoğlu, 2017). The results shown in Table 4 indicate that divergent validity is ensured for each variable.

Findings

The structural equation model (SEM) was used for testing the research hypotheses. The main purpose of this model is to estimate the interrelated dependence pattern of one or more observed variables with unobserved latent variables (Yılmaz, 2004). In the SEM analysis, how well the theoretical research model explains the obtained data is assessed by the goodness of fit values. Before the utilization of the SEM for the analysis, confirmatory factor analysis was performed for the statements of all the variables, and those that did not meet the necessary criteria for the research variables were excluded. The confirmatory factor analysis revealed the model fit indices as follows: x^2/df = 2.267, GFI = 0.878, CFI = 0.925, and RMSA = 0.067. Behavioural Attitude4, Subjective Norms4, ImageBased1, ImageBased4, ImageBased6, ExhibitionismBased3, ExhibitionismBased5, ExhibitionismBased6, ConsumerBragging3, ConsumerBragging5, and ConsumerSuperiority4 items were excluded from the model as they did not meet the required criteria. The SEM was adopted once valid values of the goodness of fit for the measurement model were obtained following the removal of these items. The structural model, for which the required values of the goodness of fit were obtained as a result of the adjustments, was tested through path analysis. The evaluation of the hypotheses of the research model is shown in Table 5.

Table 5. Hypothesis Results of the Research Model

1 Independent Variables	2 Dependent Variables	3 Hypothesis	4 Estimate	5 S.E.	6 T-Ratio	7 P
Consumer Arrogance	Behavioural Attitude	H_1 (Supported)	1.548	.270	5.727	***
	Subjective Norms	H_2 (Supported)	1.962	.324	6.053	***
	Luxury Product Purchase Intention	H_3 (Supported)	2.673	634	4.218	***
Behavioural Attitude	Luxury Product Purchase Intention	H_4 (Rejected)	-.110	.203	-.544	.586
Subjective Norms	Luxury Product Purchase Intention	H_5 (Rejected)	-.152	.095	-1.606	.108

As can be seen in Table 5, H_1, H_2, and H3 are supported, while H_4 and H_5 are not. Consumer arrogance seems to have a positive and significant effect on behavioural attitude, subjective norms, and luxury fashion product purchase intention. However, behavioural attitudes and subjective norms seem to not influence the intention to purchase luxury fashion products. H_1, which states that "*Consumer arrogance has a positive effect on consumers' attitudes towards purchasing luxury fashion products*", was accepted (H1; $p < .001$). H2, which states that "*Consumer arrogance has a positive effect on the subjective norms of the consumer's intention to purchase luxury fashion products*", was accepted (H2; $p < .001$). H3, which proposes the view that "*Consumer arrogance has a positive effect on consumers' intention to purchase luxury fashion products*", was accepted (H_3; $p < .001$). H_4, which states that "*Attitudes towards behaviour has a positive effect on consumers' intention to purchase luxury fashion products*", was rejected (H4; $p > .001$). H_5, which proposes that "*Consumers' subjective norms for purchasing luxury fashion products have a positive effect on consumers' intention to purchase luxury fashion products*", was rejected (H5; $p > .001$). This result is not in line with the results in the literature. According to the theory of reasoned action, the intention is a function of two basic variables and is explained by attitude towards behaviour and personal norms (Fishbein and Ajzen, 1975, p 16). Attitudes, together with personal norms, explain individuals' behavioural intentions. The results indicating that behavioural attitudes and subjective norms do not affect purchase intention resulted from limiting the study to the intention of purchasing luxury fashion products. In addition, considering that consumer arrogance influences behavioural attitudes and subjective norms, as indicated by the results, it is thought that consumer arrogance is one of the reasons for the findings that are not consistent with the tenets of the theory of reasoned action.

Discussion and Conclusion

Globalization, digital interaction and communication, the emergence of new market segments, international trips, cultural mergers, increased trade between countries, removal of barriers for entries into countries' markets, and an increase in the luxury consumer group have resulted in the growth of the luxury sector and increased the competition in all related categories (Okonkwo, 2009). Today, luxury products constitute the product segments with the fastest growth and the most profit (Berthon et al, 2009). In this context, it is important to understand luxury consumers and their luxury purchasing behaviour. Companies develop important and effective strategies considering the factors that constitute the luxury product perspective of the market to meet the needs and desires of customers (Sari and Kusuma, 2004). In terms of marketing communication, it is important for luxury product and service manufacturers need to develop strategies that will provide advantages for competition. It is accepted that psychological factors and personality traits play a very important role in shaping the purchasing decisions of consumers (Cisek et al, 2014).

Arrogance is a basic personality trait that is defined as a chronic belief in superiority and exaggerated self-importance, displayed by excessive arrogant claims (Brown, 2012). Consumer arrogance, on the other hand, is defined by Ruvio and Shoham as the tendency of people to demonstrate their social superiority by acquiring, using, or displaying consumer goods. In this context, consumers tend to reflect their social status and superiority through consumption (Ruvio and Shoham, 2016). The primary purpose of this study was to examine whether there is a relationship between consumer arrogance and consumers' intention to purchase luxury fashion products. The study also aimed to investigate the relationship of consumer arrogance with behavioural attitudes and subjective norms towards consumers' intention to purchase luxury fashion products. In this study, the theory of reasoned action by Fishbein and Azjen was utilized in the investigation of the effect of consumer arrogance on the intention to purchase luxury products. In addition, the effect of consumer arrogance on attitudes towards behaviour and subjective norms was also examined, and the effect of consumer arrogance on luxury product purchase intention was also scrutinized. For the conceptual framework of the research, the consumer arrogance scale developed by Ruvio and Shoham (2016) was used. Studies by Kim et al (2012), Das (2014), Esmaeilpour (2013), Loureiro et al (2014), and Jain et al (2017) were followed for the preparation of the survey questions related to the theory of reasoned action. The obtained data was simplified and converted into a systematic questionnaire.

The population of this study was consumers living in Turkey who buy luxury fashion products. Questionnaires were used as the primary data collection method, deploying a criterion sampling method. Reliability and factor analyses of the data were undertaken. Upon ensuring that the necessary conditions were met, a correlation analysis was conducted. The results of the correlation analysis indicated that all factors had a significant and positive relationship with each other. Finally, the hypotheses developed following the research model were tested utilizing structural equation model. As a result of SEM analysis, H_1, which states that "*Consumer arrogance has a positive effect on consumers' attitudes towards purchasing luxury fashion products*", was accepted (H1; $p < .001$). H_2, which states that "*Consumer arrogance has a positive effect on the subjective norms of the consumer's intention to purchase luxury fashion products*", was accepted (H_2; $p < .001$). H_3, which proposes the view that "*Consumer arrogance has a positive effect on consumers' intention to purchase luxury fashion products*", was accepted (H_3; $p < .001$). Studies in the literature show that the concepts of arrogance, narcissism and consumer arrogance have an impact on the behaviour and consumption tendencies of individuals (Bellis et al, 2016; Kang and Park, 2016; Martin et al, 2019; Pilch and Gornik-Durose, 2017; Sedikides et al, 2011). In this respect, these results confirm earlier studies in the related literature.

H_4, which states that "Attitudes towards behaviour has a positive effect on consumers' intention to purchase luxury fashion products", was rejected (H_4; $p > .001$). H_5, which proposes that "*Consumers' subjective norms for purchasing luxury fashion products have a positive effect on consumers' intention to purchase luxury fashion products*", was rejected (H_5; $p > .001$). These results are not in line with the results in the literature. According to the theory of reasoned action, the intention is a function of two basic variables and is explained by attitude towards behaviour and personal norms (Fishbein and Ajzen, 1975). The findings indicating that behavioural attitudes and subjective norms do not affect purchase intention resulted from limiting the study to the intention of purchasing luxury fashion products. In addition, considering that consumer arrogance influences behavioural attitudes and subjective norms, as indicated by the results in this study, it is thought that consumer arrogance is one of the reasons for the findings that are not consistent with the tenets of the theory of reasoned action. Consumer arrogance was considered to have a more dominant effect on the intention to purchase luxury fashion products than other variables. To test this, the variable of consumer arrogance was removed from the analysis and a retest was performed. The analysis of this retest showed that behavioural attitudes and subjective norms had a positive and significant effect on the intention to purchase luxury fashion products.

In conclusion, the consumer arrogance trait of luxury product consumers living in Gaziantep was found to be highly effective inu their intention to purchase luxury fashion products. Consumers with arrogant traits prefer branded products to elevate their narcissistic selves, seek a unique and privileged consumption experience, tend to consume luxury products, and express themselves through luxury products.

Theoretical and Practical Contributions of the Study

The review of literature on arrogance and consumer arrogance indicates that far too little attention has been paid to how arrogance guides consumption tendencies and that consumer arrogance is a new concept, especially in the literature on consumer behaviour. There seems to be no study focusing on the effect of consumer arrogance on purchase intention for luxury products, which makes the present study significant. It is therefore believed that this study makes contributions to both the national and international literature.

The results of this research are thought to be useful for companies and company managers that offer luxury goods and services, in terms of understanding luxury product consumers. The main motive of people with high consumer arrogance is status; therefore, it will be useful for businesses offering luxury products to consider the elements of arrogance while determining their marketing strategies. Considering the bragging trait of individuals with high consumer arrogance, it will be beneficial to highlight the elements of arrogance such as superiority and bragging in the promotion activities of companies offering luxury products for the preference of their brand or product in an intensely competitive environment.

It will be useful to train sales staff to get to know their customers and to analyse their customer portfolios in an effective way for the stores that offer luxury products. Sales approaches to customers with high consumer arrogance can include superiority and bragging during and after shopping, which will ensure customer satisfaction and therefore increase sales percentages.

In addition, the results of this study will be useful for advertising companies interested in this field by providing important clues related to market research and the preparation of marketing strategies. The results of the research can be useful for advertising companies in this field to develop special promotion strategies to address the arrogant attitudes of customers with high consumer arrogance and to emphasize their skills in shopping. With this strategy, messages of appreciation and praise can be sent to customers with high consumer arrogance indicating how perfect were the shopping choices they made, and customer satisfaction can be achieved by giving rewards for their choices.

Limitations of the Study

This study, like all other studies, has some limitations.

- The study was conducted with consumers living in Turkey and purchasing luxury fashion products. Thus, studies conducted in different countries may yield different results.
- The study investigated only consumers who buy luxury fashion products. The results of studies conducted with consumers purchasing other categories of luxury products may differ.
- The criterion sampling method was used for data collection. In this direction, a questionnaire was given to people who were known to buy luxury products. Therefore, the study sample was limited to 282 participants. The utilization of different methods for determining the research

sample may lead to different findings in further studies.

- In addition, most of the participants included in this study were women. Further studies conducted with a more homogeneous distribution of male and female participants may reveal different aspects.

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RESEARCH ARTICLE

An Investigation of the Perception of Institutionalization in the Furniture and Board Manufacturing Businesses from the Perspective of Managers Before and During the COVID-19 Pandemics[1]

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Abstract

The COVID-19 pandemic has affected businesses and business models in different ways across all industries. The forest products industry plays an important role in sustainable development not only with its unique raw material, but also because of the continuing globalization of the industry. This study was carried out in order to compare the institutionalization perceptions of the managers of 106 businesses in the furniture and board manufacturing sectors, most of which are medium-sized and family/personal ownership, before and during the COVID-19 pandemic. While the level of institutionalization perception before and during the COVID-19 pandemic is very close to the medium level in all sub-dimensions and in total, the change in the last four years is significantly lower in all sub-dimensions during the pandemic. This result showed that the COVID-19 pandemic seriously affected the institutionalization processes of the furniture and board manufacturing businesses in terms of consistency, formalization, transparency and accountability. The results of this study revealed that the institutionalization of the furniture and board manufacturing sectors show serious changes according to the changing conditions and it is important for managers to take measures to adapt to these changes, taking into account different crisis scenarios that will result in expansion and recession.

Key Words: *Furniture Sector, Board Sector, Institutionalization, COVID-19 Pandemic.*

Öz

COVID-19 pandemisi, işletmeleri ve iş modellerini tüm sektörlerde farklı şekillerde etkilemiştir. Orman ürünleri endüstrisi, sadece kendine özgü hammaddesi ile değil, aynı zamanda endüstrinin devam eden küreselleşmesi nedeniyle sürdürülebilir kalkınmada önemli bir rol oynamaktadır. Bu çalışma mobilya ve levha üretici işletmelerde çoğunluğu orta ölçekli ve aile/ şahıs sahiplik yapısında olan 106 işletmenin yöneticilerinin kurumsallaşma algılarının COVID-19 pandemisi öncesi ve pandemi döneminde karşılaştırılması amacıyla gerçekleştirilmiştir. COVID-19 pandemisi öncesi ve pandemi döneminde kurumsallaşma algısı düzeyi tüm alt boyut ve toplamda orta düzeye çok yakın iken, geçen dört yıl içindeki değişim tüm alt boyutlarda pandemi sürecinde ileri düzeyde anlamlı olarak düşüktür. Bu sonuç COVID-19 pandemisinin mobilya ve levha üretici işletmelerde kurumsallaşma süreçlerini tutarlılık başta olmak üzere formalleşme ve şeffaflık ve sorumluluk boyutlarında ciddi şekilde etkilediğini göstermiştir. Bu çalışmanın sonuçları mobilya ve levha sektörünün kurumsallaşmasının değişen koşullara göre ciddi değişiklik gösterdiğini ve yöneticilerin genişleme ve durgunluk gibi sonuçlar doğuracak farklı kriz senaryoları göz önünde bulundurarak bu değişimlerine uyum sağlayacak önlemleri almasının önemini ortaya koymuştur.

Anahtar Kelimeler: *Mobilya Sektörü, Levha Sektörü, Kurumsallaşma, COVID-19 Pandemisi.*

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Introduction

Many perspectives have emerged in the industrial and business sectors regarding their present and future under the COVID-19 pandemic. This epidemic has affected all divisions of their businesses and their business models in different ways. According to pre-pandemic data, the forest products industry in Turkey employed about 135 thousand people in furniture manufacturing (Ministry of Trade [TB], 2018) and about 13 thousand in panel board production (Union of Chambers and Commodity Exchanges of Turkey [TOBB], 2015). It has been reported that this sector has a tendency to attract new markets (Journal of the Woodworking Machinery and Sub-Industry Businessmen's Association [AİMSAD], 2017; TOBB, 2017) and has established export and import contacts in the field of forest products with more than two-hundred countries (MDF and Particleboard Manufacturers' Association [MDF-YLSD], 2019; Independent Industrialists' and Businessmen's Association [MUSİAD], 2018). According to the Statistical Authority of Turkey (TUİK), there are about 39 thousand workplaces in the furniture industry and 198 thousand employees. The weighted capacity utilization rate of the sector over the last five years was 73%, with a production value of about 45 billion Turkish Lira (TL) (Ministry of Industry and Technology [STB], 2020).

Despite the negative effects of the COVID-19 pandemic on trade felt significantly over the past year, an increase of 12% was recorded for furniture exports compared to the previous year, whereas furniture imports decreased by 9% (TB, 2021a). In 2020, when the effect of the pandemic began, the paper and paper products industry exported 1.7 billion dollars to 87 countries and completed the year at a level close to the previous year. The paper-cardboard packaging industry, on the other hand, constituted 11% of the European cardboard packaging market in this period and rose to the 3rd rank in the European production ranking (TB, 2021b).

Although these data only provide a comparison for the year the pandemic started, the effects for 2021 are not clear as they have yet to be reported. Again, prior to the pandemic, the international strength of the Turkish furniture and panel board industries was in particular due to the proximity to the Middle Eastern market (Serin and Şahin, 2018; İstek, Özlüsoylu, and Kızılkaya, 2017). On the other hand, their weak points include the lack of government support for small and medium-sized enterprises (SMEs) (Sarıkahya, 2012), the inability to benefit from national and international financing opportunities, the fact that raw materials are procured from the foreign market, and the lack of qualified personnel.

The forest products industry plays an important role in sustainable development, not only because of its unique raw material, but also due to the continuing globalization of the industry (Tuppura, Toppinen, and Jantunen, 2013). In a study conducted in 493 forest products industry businesses in Turkey, 94% of the businesses were in the furniture sub-sector, 60% had 10-49 employees, 79% of them were under family/individual ownership, and 75% of them had been operating in the sector for 10 years or more (Kırklıkçı, 2019). In studies carried out prior to the pandemic on forest products industries in developing countries, it was noted that policy reforms affecting the corporate transformation of the sector were inadequate and the institutionalization rate was low (Dayneko and Gustafson, 2014; Wanat, Potkanski, Chudobiecki, Mikolajczak, and Mydlarz, 2018). In Turkey, other important points observed were the effectiveness of quality assurance systems in the institutionalization of the forest industry, the applicability of EU legislation, and the inadequacy of research and development (R & D) expenditures (Koç, Dilik, and Kurtoğlu, 2017). Gedik and Özçelik (2020) pointed out the lack of the participatory management approach in the institutionalization of furniture and forest products industry businesses. In a study conducted in one province, Serin and Şahin (2018) stated that the majority of furniture businesses were small and micro businesses and that being in an individual or family ownership structure was a weaknesses that affected professional management and institutionalization.

For the main above-mentioned reasons, the forest products industry sector is open to crises in the institutionalization process. Like many other industries, the forest products industry has also felt the impacts of the global COVID-19 outbreak. When the World Health Organization declared a global pandemic, there was a sudden decrease in the forestry sub-sector in North America along with a trending systematic risk increase throughout 2020 up until October (Størdal, Lien, and Trømborg, 2021). During the pandemic, it was revealed that for the small and medium-sized forest industry businesses in Malaysia, the greatest concerns were financial management and supply-chain disruptions. This was seen as an inevitable result of the capacity of the businesses, which were determined to be under great financial pressure in terms of their sustainability (Ratnasingam et al., 2020). On the other hand, in a study in Croatia, it was reported that the furniture preferences of customers had not been affected by the pandemic (Pirc Barčić, Kitek Kuzman, Vergot, and Grošelj, 2021). In another study, the furniture consumers in Turkey were more likely to increase their demand for outdoor furniture (Genç and Merdan, 2021).

The present study was carried out with the aim of comparing what we knew in the furniture and board manufacturing businesses before the pandemic with how the managers perceived institutionalization during the pandemic period. In the study, responses were sought to the question: "What were the effects of this viral epidemic on the perception of institutionalization in the furniture and board manufacturing businesses?"

Method

Universe of the Study, Sampling

This study aimed to compare the institutionalization perceptions of managers of businesses operating in the furniture and board manufacturing sectors based on the years 2017 and 2021. The primary data of the study is based on the data obtained from the study by Kırklıkçı (2019) in which the perception of institutionalization of the Turkish sample of furniture and board manufacturing businesses was examined. In this respect, of the 797 people working in the 493 furniture and board manufacturing businesses who participated in the previous study, 155 managers were identified who met the criteria of the study. The sampled managers work in enterprises in the Marmara, Black Sea, Aegean, Central Anatolia and Mediterranean regions, where the furniture and plate industry is located in Turkey. These individuals were contacted by e-mail and asked about their perceptions of institutionalization, using online forms prepared via “Google forms” which were collected along with secondary data between September and October 2021. The 106 in- service managers who returned the forms were compared via the primary and secondary data.

The study criteria: (1) The businesses should be domestically established organizations (2) have at least 50 or more employees; (3) the participants should be in the positions of managers in the businesses; (4) should have continually served in the organizations between 2017 and 2021; (5) the businesses must have been affected by the pandemic and; (6) the participants must have agreed voluntarily to participate in the study.

Data Collection

In determining the perception of institutionalization, the study used the 24-item Perceived Institutionalization Scale (PIS) developed by Kırklıkçı and Gedik (2021), which is a 5-point (1: Strongly Disagree - 5: Completely Agree) Likert-type rating scale with three sub-dimensions. The sub-dimensions of the scale included Consistency (15 items), Formalization (5 items), and Transparency and Accountability (4 items). The Cronbach Alpha coefficient of the scale was 0.96, with 0.94 / 0.86 / 0.73 for the sub-dimensions, respectively; the PIS value was 0.97 and the Barlett’s value was 16896.501, with all shown to have high reliability and validity. An increase in the points of the scale and sub-dimensions indicates a high perception of institutionalization.

Data Analysis

In the study, Wilcoxon signed-rank test was used to evaluate the change in the level of perception of institutionalization of the same managers before and during the pandemic period. The descriptive data were shown as number, percent, and average. Statistical significance was determined as $p < 0.05$.

Ethical Considerations

Permission to carry out the study was granted by the Social Sciences Ethics Committee of a State university. The participants were recruited as volunteers for the study.

Research Hypotheses

The hypotheses of the study included:

Compared with the pre-pandemic furniture and board manufacturing businesses-

1. The perception level of consistency decreased during the pandemic period.
2. The perception level of formalization decreased during the pandemic period.
3. The perception level of transparency and accountability decreased during the pandemic period.

Results

Results Related to Demographic Characteristics of Businesses and Managers Participating in the Study

The mean age of the managers was 41.33 ± 8.98 (23-69), 86.8% of them were male and 64.2% had a Bachelor's or graduate education degree. The managers had been working in the same businesses for an average of 7.06 ±1.38 (5-9) years and in the same sector for an average of 8.11 ±1.14 (5-9) years, and 25.5% of them had been working in businesses operating for more than 40 years. Furniture businesses made up 82.1% of the businesses, 84% of which were under family / individual ownership, and 74.5% of the businesses employed from 50 to 249 workers (Table 1).

Table 1. Distribution of findings related to the socio-demographic and workplace characteristics of managers

Characteristics	n	%
Field of activity of the business		
Furniture	87	82.1
Board	19	17.9
Form of business ownership		
Family/private sole proprietorship	89	84.0
Domestic capital partnership	17	16.0
Operating period of the business		
0-19	31	29.2
20-39	48	45.3
40 and more	27	25.5
Number of employees		
50-249	79	74.5
250 and over	27	25.5
Gender of manager		
Female	14	13.2
Male	92	86.8
Age of managers (mean±SD)	41.33±8.98 (23-69)	
Working period of manager in the business (year)	7.06±1.38 (5-9) (mean±SD)	
Working period of manager in the sector (year)	8.11±1.14 (5-9) (mean±SD)	
Education of manager		
Primary-Secondary education	9	8.5
High school- Associate's degree	29	27.4
Bachelor's degree-Master's/PhD	68	64.2

Institutionalization Perception Level Before and During the Pandemic Period

The managers' total PIS and sub-dimension scores before and during the pandemic were examined and statistically found to be significantly lower during the pandemic period. These were -4.679 (0.000) for total PIS, and for the sub-dimensions, -4.326 (0.000) for Consistency, -4.100 (0.000) for Formalization, and -3.642 (0.000) for Transparency and Accountability (Table 2).

Table 2. Comparison of the level of institutionalization perception before and during the pandemic

Institutionalization Perception Sub-Dimensions and Total	Before Pandemic	During Pandemic	Z	p
Consistency	4.28±0.69	3.86±0.67	-4.326	.000*
Formalization	4.33±0.80	3.91±0.62	-4.100	.000*
Transparency and Accountability	3.74±0.86	3.22±1.05	-3.642	.000*
Institutionalization	4.20±0.68	3.76±0.63	-4.679	.000*

*Z=Wilcoxon signed rank test, *p<0.01*

Level of Consistency Sub-Dimension Items Before and During the Pandemic Period

The items of the consistency sub-dimension of the PIS in the study were examined before and during the pandemic period and the first five items showed the largest change: "C3. Our company expects all employees to abide by the ethical (moral) rules which are accepted by the society" (-4.095; 0.000); "C7. Recruitments are conducted according to objective criteria" (-3.904; 0.000); "C11. The activities of our company conform with the norms that are determined by the state, professional and industry associations" (-3.681; 0.000); "C2. Our company keeps the promises it makes to other firms, customers and its employees" (-3.639; 0.000); and "C6. Our company is aware of its responsibilities towards the society" (-3.521; 0.000). Except for "C9. The administration creates a customer focused culture in the establishment and all applications are directed towards customer satisfaction" (-1.941; 0.052), for all other items, the change showed a decreasing trend and was significant (p <0.05) (Table 3).

Table 3. Comparison of consistency sub-dimension item score levels before and during the pandemic

Items	Before Pandemic		During Pandemic		Z	p
	Mean	SD	Mean	SD		
C1. Our company takes responsibility for the results of its actions.	4.25	.95	3.82	.91	-3.164	.002*
C2. Our company keeps the promises it makes to other firms, customers and its employees.	4.49	.75	4.03	.89	-3.639	.000*
C3. Our company expects all employees to abide by the ethical (moral) rules which are accepted by the society.	4.54	.62	4.11	.85	-4.095	.000*
C4. Our company is a business that is admired by other people and establishments, especially by its employees, public, business partners and partner companies.	4.59	.66	4.23	.80	-3.411	.001*
C5. The dominant focus in our company is "not I" but "we".	4.12	1.08	3.79	1.03	-2.293	.022*
C6. Our company is aware of its responsibilities towards the society.	4.45	.79	4.02	.92	-3.521	.000*
C7. Recruitments are conducted according to objective criteria.	4.17	.95	3.56	1.16	-3.904	.000*
C8. A transparent understanding of administration is present in our company.	4.04	1.06	3.59	1.08	-2.918	.004*
C9. The administration creates a customer focused culture in the establishment and all applications are directed towards customer satisfaction.	4.29	.95	4.08	.84	-1.941	.052
C10. The mission, strategies and actions of our company are consistent.	4.31	.97	3.83	.89	-3.505	.000*
C11. The activities of our company conform with the norms that are determined by the state, professional and industry associations.	4.46	.80	3.99	.85	-3.681	.000*
C12. Our company pays attention to suggestions made by the employees and the suggestions/ideas that provide added value to the establishment are evaluated.	4.07	.92	3.64	1.04	-2.866	.004*
C13. Administrative staff consist of experts.	4.28	.95	3.80	.92	-3.457	.001*
C14. Our company has an idiosyncratic organizational culture and identity.	4.23	1.04	3.80	.95	-3.170	.002*
C15. There is a high level of cooperation and communication among units.	3.91	1.07	3.59	1.03	-2.348	.019*

*Z=Wilcoxon signed rank test, *p<0.05, C= Consistency*

Level of Formalization Sub-Dimension Items Before and During the Pandemic Period

In the study, the largest changes for the Formalization sub-dimension in the pre-pandemic and pandemic period were found in the first two items: "F2. Our business has a mission and vision" (-4.258; 0.000) and "F1. Our enterprise has an organizational chart" (-4.252; 0.000). Except for item "F4. Our enterprise has an effective reporting system"(-1.432; 0.152), the change in all other items showed a decreasing trend and was significant (p <0.05) (Table 4).

Table 4. Comparison of formalization sub-dimension item score levels before and during the pandemic

Items	Before Pandemic		During Pandemic		Z	p
	Mean	SD	Mean	SD		
F1. Our company has an organizational chart.	4.45	.96	3.87	.89	-4.252	.000*
F2. Our company has a mission and vision.	4.54	.83	4.00	.83	-4.258	.000*
F3. Each duty, authorization and responsibility is settled and these are acknowledged by the employees in our company.	4.38	.92	3.93	.83	-3.764	.000*
F4. There is an effective reporting system in our company.	4.04	1.15	3.84	.85	-1.432	.152
F5. Standards for each task and process are specified and documented.	4.26	.94	3.90	.84	-2.751	.006*

*Z=Wilcoxon signed rank test, *p<0.05, F= Formalization*

Level of Transparency and Accountability Sub-Dimension Items Before and During the Pandemic Period

In the study, the score levels of the PIS Transparency and Accountability sub-dimension items were examined before and during the pandemic period. The largest change was seen in item "TA3. Decisions regarding the society and the future of the company are shared with the employees" (-3.548; 0.000). The change in all other items showed a decreasing trend and was significant (p <0.05) (Table 5).

Table 5. Comparison of transparency and accountability sub-dimension item score levels before and during the pandemic

Items	Before Pandemic		During Pandemic		Z	p
	Mean	SD	Mean	SD		
TA1. Social activities are organized in our company to boost motivation.	3.66	1.26	3.12	1.28	-2.956	.003*
TA2. Rewards and penalties in our company are imposed according to objective and systematical criteria.	3.62	1.22	3.18	1.23	-2.433	.015*
TA3. Decisions regarding the society and the future of the company are shared with the employees.	3.76	1.16	3.18	1.19	-3.548	.000*
TA4. Middle and long-term plans of our company are shared with the shareholders.	3.93	1.09	3.38	1.11	-3.411	.001*

*Z=Wilcoxon signed rank test, *p<0.05, TA= Transparency and Accountability*

Discussion

The Forest Products Industry sector is currently known to have many weaknesses in terms of institutionalization processes. The sector is under the pressure of drawbacks such as the inability to form large business structures due to the lack of an innovative approach, which has a direct impact on institutionalization. Additional factors include the lack of vocationally trained and qualified personnel, incompetent product development, branding problems, inadequate quality control processes, financing problems, and the instability of family businesses (Koç, Kurtoğlu, Edinler, and Hazır, 2016; Koç et al., 2017).

Additional effects on the industry of COVID-19 pandemic-related conditions have actually been delayed; however, a few studies in Turkey have already begun to examine them. In this context, this study was carried out in order to compare the perceptions of institutionalization held by the managers of 106 medium and family / individually owned businesses in the furniture and board manufacturing sectors before and during the COVID-19 pandemic. Interviews with the managers responsible for institutionalization studies in businesses, especially between the years 2017 and 2021, supported the reliability of the data before and during the pandemic.

Although the institutionalization perception before and during the COVID-19 pandemic period was very close to the medium level in all sub-dimensions and the total, the change in the last four years was significantly lower in all sub-dimensions during the pandemic period. The results showed that the COVID-19 pandemic had severely influenced the institutionalization processes of the furniture and board manufacturing sectors, especially in the Consistency, followed by the Formalization and the Transparency and Accountability dimensions, respectively. In line with these results, Hypotheses 1, 2 and 3 were confirmed. In this study, the secondary data were collected in the period of restructuring after the third wave of the pandemic. The resulting data were actually taken in the period in which the destructive effect of the pandemic was still observed, but had been reduced (September-October 2021). Kırklıkçı and Gedik (2019b) reported that the main factor considered to be effective on the perception of institutionalization in the furniture and board manufacturing sectors were Consistency, and that the most important indicator showing businesses could support their Consistency was that of "keeping their promises to other institutions, customers and employees". However, in the present study, this was one of the most negatively affected indicators. In order for businesses to survive in changing market conditions, as in the example of the current pandemic, businesses could be more successful by acting quickly on their customers' expectations and increasing the services provided before, during, and after the sale (Akyüz, Akyüz, Ersen, and Beker, 2017).

Two studies have been carried out in Turkey examining the effects of the pandemic in the forest products industry. The qualitative study of Bayram (2021) on the effects of the COVID-19 pandemic in the forest products industry pointed out the great economic damage caused by stopping the raw material supply chain and product shipment through customs gates and limiting the working hours of employees or dismissing them for economic reasons. In the same study, an evaluation was conducted between January and June 2020 that revealed the results of the first wave of the pandemic. Ateş, Enez, and Külçe (2021), in their study of one province, found that 90% of businesses had been economically affected, approximately 50% of the employees had changes made in their working hours, and the majority of businesses had a 50% or less decrease in their production. The above studies, in which great economic damage to businesses was reported, found that the processes mentioned in this study had an effect on the decrease in the consistency of the businesses, which was one of the results of this study. On the other hand, in a study conducted before the pandemic, it was reported that 47% of forest products businesses had experienced a great many input-oriented problems and that they faced significant problems in production, production planning, and sales procedures (Öztürk, 2014). The problems present in the sector before the pandemic emerged more severely under the pandemic conditions. Therefore, businesses need to create supply sources and market cycles by planning for crises as well.

In this study, Formalization was the institutionalization perception sub-dimension in which regression was observed at the second level. During the pandemic, the score levels decreased for the items related to the presence of organizational charts, mission and vision statements, job descriptions, and other reporting systems in the businesses. This finding demonstrated that in the institutionalization process, these businesses were vulnerable to crises and that they had no plans for changing their formal structures, production targets, marketing and sales techniques, or capacities during the pandemic period. Gedik and Çil (2019) in their study of small and medium-sized forest industry businesses stated that these businesses had conducted no effective crisis management studies and lacked adequate information on crisis management, and that the top managers had not prepared any crisis management plans. In the forest industry in Malaysia, especially for SMEs, emphasis was placed on the importance of adopting automation and technology in coping with this crisis. It was stated that the transition to Industry 4.0 was inevitable as a way to increase their resilience when faced with future uncertainties (Ratnasingam et al., 2020). In a competitive environment, the move toward developing technology with innovative approaches would enable businesses to stand out among their competitors. The traditional income model adopted in the forest products industry, however, includes unpredictable risks. Even with modeling of business type and construction site selection, target group determination, pricing policy, etc., incorrect or weak choices of parameters may cause the relevant business model to fail (Tuncel, Satır, and Candan, 2019). Therefore, in order to turn similar crises into opportunities in the future, the move to innovative models such as Industry 4.0 is a necessity in the Turkish forest industry, which consists of mostly small and medium-sized businesses.

This study has reported that the perception of institutionalization was negatively affected in terms of Transparency and Accountability by the managers' responses to the item on their businesses "Sharing the decisions concerning the society or the future of the company with the employees". Businesses that adopt a sense of responsibility towards their employees would be able to provide many benefits in terms of institutionalization, including creating social identity, gaining competitive advantage, creating company loyalty and reputation, and in branding (Gedik and Durusoy, 2012). One study reported that when the institutionalization level of family businesses in the furniture sector increased, the level of work dedication of the employees also increased whereas their level of intention to leave the job decreased (Böler, 2020).

Conclusion and Recommendations

The furniture and board manufacturing businesses managers who already had a near-medium perception level of institutionalization in 2017 had difficulties in managing this crisis that started in 2020, and said that the institutionalization of their businesses had been adversely affected, especially in terms of Consistency. The businesses could have overcome this crisis with more or less damage, but they failed to turn it into an opportunity by developing crisis management strategies. The results of this study show that the institutionalization of the furniture and board manufacturing sectors depend on changing conditions and on its taking into account different crisis scenarios that could have consequences such as expansion or stagnation. This study has demonstrated the importance of taking measures to adapt to these changes.

Giving importance to the supply chain issue, especially in furniture and board businesses, supplying raw materials and auxiliary materials before starting production, increasing strategic cooperation with wholesalers and retailers after production, and handling all transactions with a minimum cost and maximum profit perspective will reduce the effects of the crisis. In addition, it is important for furniture and board businesses to adapt quickly to the changes created by the COVID-19 pandemic in the field of e-commerce. In this process, it has been emphasized that the furniture and board manufacturing sectors should be affected by the pandemic with the least damage or turn this epidemic into an opportunity for themselves, as well as the need to continue their institutionalization efforts.

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RESEARCH ARTICLE

Strategic Status of Technology Management and Enterprises for the Technology Adoption Lifecycle

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Abstract

The aim of the study is to present a conceptualizing study in order to express the strategic nature of this situation in the technology adoption life cycle and that it may be possible to manage technology in the context of industry 4.0. Social science has also been included in the study created by the department of management and organization and strategic management. The rapid change of technology leads to a change in the understanding of fashion and a change in the perception of the benefits of the user or consumer on the product. From the point of view of enterprises, it is important to consider this situation at a more thoughtful stage in terms of strategicity. The introduction of technology management in order to use the effects and benefits of industry 4.0 in the technology adoption life cycle in the best and strategic context reveals the originality of the study; management science and its importance due to its potential to be a guiding guide to the business world. As a result, it is thought that the business world can be successful with the decisions they will make using the technology adoption life cycle before the supply of new products.

Key Words: *Technology Adoption Lifecycle, Technology Management, Strategic Management, Society and Technology.*
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Öz

Yapılan çalışmanın amacı endüstri 4.0 bağlamında teknolojinin yönetilmesinin mümkün olabileceği ve bu durumun teknoloji benimseme yaşam döngüsündeki stratejikliğini ifade etmek adına kavramsallaştırıcı bir çalışma ortaya koyabilmektir. Kapsamını yönetim ve organizasyon bilim dalının ile stratejik yönetimin oluşturduğu çalışmada toplum bilimine de yer verilmiştir. Teknolojinin hızlı değişimi moda anlayışının değişmesine ve kullanıcı veya tüketicinin ürün üzerindeki fayda algısının değişmesine neden olmaktadır. İşletmeler açısından bu durumun, daha düşün aşamasında ele alınması stratejiklik anlamında önem arz etmektedir. Teknoloji benimseme yaşam döngüsünde endüstri 4.0'ın etkilerini ve faydalarını en iyi ve stratejiklik bağlamında kullanabilmek için teknoloji yönetiminin ileri sürülmesi çalışmanın özgünlüğünü; yönetim bilimi ve iş dünyasına bir yol gösterici klavuz olabilme potansiyelinden ötürü ise önemini açığa çıkartmaktadır. Sonuç olarak, işletme dünyasının yeni ürün arzından önce, teknoloji benimseme yaşam döngüsünü kullanarak alacakları kararlar ile başarılı olunabileceği düşünülmektedir

Anahtar Kelimeler: *Teknoloji Benimseme Yaşam Döngüsü, Teknoloji Yönetimi, Stratejik Yönetim, Toplum ve Teknoloji.*
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Introduction

Although it takes its source from necessity or preference, people have created a social life by accepting coexistence, limiting some their behaviors and habits and creating communities. Having accepted the rules necessary for the harmony of social life, mankind has become a member and involved in the first management activities under the shadow of a certain authority and included in its system. In order to continue their lives within this order and to meet their needs, they have developed and used various tools. It can be stated that this situation has come by contributing to the systems in which they are involved, from the most primitive communities to today's information societies. Contribution has sometimes been revealed as a technical tool coming out of the hands of craftsperson and sometimes as an idea embodying a social phenomenon. It can be stated that the pool of knowledge accumulated by the systems developed by social and technical contributions together is called science and is revealed as a science in its management when it Decouples into catagories and becomes a discipline in its own right.

Management science to proactively meet the needs of the people of latent or business based on the needs, Research & Development (R&D) laboratories to develop and that can be demanded by the buyers of the products they bring to market on many experimental performs the determining factors can be specified. The factors that influence people's purchasing preferences in public life are also the basis of the operations performed by the organizations on which management science works in order to achieve above-average returns, to position themselves at an advantageous point compared to their competitors and to maintain their assets. The main factors in the supply of organizations, whether for the purpose of producing products or services, are designed in accordance with the wishes and preferences of consumers or buyers. It is a situation where the design or design of a product or service that cannot be a subject of marketing or will not be preferred by the buyer / consumer has no place in the world of business administration. With this perspective, business owners or the board of directors in line with the goals of the organization by the members of the executive directors within the activities of all departments and marketing departments, including production in accordance with the strategic decisions taken in terms of ensuring the integrity of all departments to be released for the world of mind and synergy to create a common for products or services are required. On the other hand, it can be clearly stated that the main factors that influence buyers/consumers to purchase a product or service are first their purchasing power and status, then the value judgments of society and finally, the perception of fashion in society. In this sense, considering it from a broader point of view, it becomes clear that the current period is the main one that is effective from the economies of buyers/consumers to value judgments and fashion ideas. In accordance with the explanations the first time based on the needs of communities around a proactive understanding of invented and shaped in the aftermath of the products developed within the industry, thanks to society, they start to shape societies and ekomomi, value judgments and the fashion sense is becoming essential because of the factor buyers/consumers they are members of societies that will be in consideration of the phases can be specified.

As a result of the impact of technology on fashion understanding, the shortening in the life span of products causes the perception of the benefits of the user or consumer on the product to change. It is strategically important for enterprises to address this situation at the planning stage yet. It is important to recommend using technology management to strategically use industry 4.0 in the technology adoption process. Another importance is revealed due to its potential to be a guiding guide to management science and the business world. As a result, it is thought that the business world can be successful with the decisions they will make using the technology adoption lifecycle at the planning stage before the new product supply.

Technology Adoption Strategic of Technology Management in The Lifecycle

Wren (1979), who conducted one of the useful studies in this sense, stated that the idea of management went back to 5000 BC. In ancient times, people whose motivations were very different from what they are today and who lived in an organized way have some kind of management understanding. It is known that the ancient Greek, Roman, Egyptian and Mesopotamian civilizations had their own political and administrative practices, as well as organizations that could implement roads, dams, majestic structures, monuments and accounting records (Aktan, 2003).

Table 1. XIX. Developments in Management Thoughts and Practices Until the End of the Century

İSKENDER BC. 325	Leveraging Experts
ROMANS 200 BC - 400 AD	They built factories for the manufacture of weapons, textiles and pottery. They built roads for transportation. They used skilled and specialized workers. They adopted an authoritarian organizational structure.
J. CRIST MS 20	Unity of Command Human Relations
GHAZALI MS 1100	Manager's Features
VENICES 1300 AD	They established a legal framework for business activities.
LUCA PACIOLI MS 1340	first developments in the field of accounting were with the contributions of Pacioli.
SECRET. THOMAS MORE MS 1500	Disadvantages of specialization, mismanagement and leadership
NICOLLO MACHIAVELLI MS 1525	Leadership is based on the masses, solidarity in groups, leadership qualities
SIR JAMES STEUART MS1767	The theory of the source of powers, the effects of mechanization
ADAM SMITH 1776 AD	He emphasized the importance of division of labor and specialization for the Wealth of Nations. He laid out the first principles of the market economy in the modern sense.
CHARLES BABBAGE AD 1832	Scientific approach, specialization, division of labor, time and motion studies, cost accounting, effects of colors on productivity

Source: *Claude SG (1972). The History of Management, 2th Edition, Prentice Hall, NJ*

Industry 4.0 in the Context of Sociology and its Development in Business Science

In accordance with the classification of Fukuyama (2018), at this stage, people lived their lives in the form of "Society 1.0 Hunter-Gatherer" and "Society 2.0 Agricultural Society". After learning to use water, soil, plants, sunlight and even tame some wild animals by observing nature from a period when nature adapts, organized hunting, coexists to protect against dangers and knowledge accumulates to survive to maintain life, agriculture has to a period where agriculture has taken place. The increase in production agriculturally, the partial progress of humanity in organizing and the recovery around national consciousness are characteristic features of this period. During this period, the world's population increased, villages, towns and cities appeared with the continuation of habitation, socio-cultural life, as well as economic vitality and rules in inter-communal relations were formed. After the necessary threshold was exceeded in the use of information, the groundwork was prepared for the transition to the industrial society, which is the next period, especially as a result of the social movement in Europe and the advances in industry. During this period, Society 1.0 and Society 2.0 can be adapted with the management before the scientific period.

Participation in these mentioned practices was previously done by the king, the state or the military, etc. although it is in hegemony, it can be stated that participation has become more homogeneous over time and has evolved directly to individuals or groups (Baransel, 1979).

It has been observed that they have gained improvements in economic purchasing power, as a result of increasing job opportunities, the population living in difficult conditions in the countryside has formed the working class in cities and has been developing by trying to meet the need for education and self-development as it has started to get rich economically.

It can be noted that the developments in the chemical industry, especially with the use of oil in industry, have led to breakthroughs in the business world that have passed to the accumulation of capital and triggered the second industrial revolution.

It has been seen that the purchasing power of the society and the working class, whose social opportunities have improved much more, has improved more and that the product they want has become a state of choice and demand whether it is technological or more different products. It can be clearly stated that the importance of a period when

Fort brand car manufacturer Henry Fort's rhetoric "The customer can choose the color he wants provided that the color is black" was shelved and those who requested were addressed came from the beginning of diversification and fashion perception in products.

Important innovations in the industrial world, developments, inventions, discoveries, innovations and R & D activities as a result of the third industrial revolution informatics, bio-technology, computer technology and nano-technology in the field of clear expression is appropriate. It is observed that the diversity in the portfolio of those who demand from this moment on is the main determining element of the technology-based advancing revolutions. It differs in products in accordance with the demands of consumers. It can be stated that the information that is characteristic of this period is effective in referring to the period as the Society 4.0 information society. It can be noted that information systems on the server greatly facilitate management in the business world, in other words, help, especially in all departments of management, computers and hardware, as well as software, enterprises and business-specific package programs are used.

From an administrative point of view, it is seen that Modern Management Theories have spread over a wide period of time and are somewhat intertwined with Post-Modern contemporary approaches. However, it can be stated that social responsibilities and environmental awareness are at the forefront in the society model, which is the result of the enormous knowledge accumulated by Industry 3.0, which paves the way for the next period and which is sharper and shorter than other transition periods and partly as a result of the uncertainties of what this information might cause when it gets out of control.

Table 2. Management Theories by Periods

Period	Management Items	Procedure	Contributors and Key concepts
Classical Management Theory	Leadership Organization Production Period Authority management Prize Structure	Hierarchy Machine Individual Projected Results Rules are compelling Same Leader Economic Formal Relationships	Time and Motion Study, Functional Consultation, Piece Wage System (Taylor); Five Basic Functions, Fourteen Principles of Management (Fayol); Posdcrob (Gullick); Ideal Bureaucracy (Weber)
Neo-Classical Management Theory	Leadership Organization Production Period Authority Prize Structure	All Instructions Organism Group Unforeseen Consequences Group Norms Participation Social and Psychological Aspects Informal Relationships	Hawthorne Studies (Mayo, Roethlisberger and Dickson); Intellectual Confidential Education, Group Dynamics, Leadership Studies (Lewin, Lippitt and White); Counselor-Focused Therapy (Rogers); Sociometric Technique (Moreno); Human Relations in the Restaurant Industry (Whyte); Small Groups (Homans)
Modern Management Theory	Condition Dependent (Continence) Leadership, Culture Overemphasis on all key elements of a transformational leadership and systems approach	Common Systems (Bernard); Fusion Process (Bakke); Best Realization-Organization and Individual (Argyris); Social System Theory-Nomothetic and Idiographic (Getzels and Guba); Hierarchy of Needs (Maslow); X and Y Theory (McGregor); Hygiene-Motivation (Hertzberg); System 1-4 (Likert); Open Indoor Climates (Halpin and Croft); Administrative Network (Balke and Mouton); Conditional Dependency Theory (Fiedler); Situational Leadership (Everyone and Blanchard); Prospect Theory (Vroom); Three Dimensional Leadership (Rejection); Adaptation Theory (Etzioni); Structure of Organizations (Mintzberg); Leadership-Unconscious Conspiracy (Bennis)	
Post-Modern Management Theory	With school improvement related concepts, Social justice and overemphasis on democratic community and leadership Emerging unconventional perspectives	School Improvement, Democratic Community and Social Justice (Murphy); Transformational Leadership (Bass); Learning Organization (Senge); Transforming Organizations (Bolman and Deal); Total Quality Management (Deming); Synergetic Leader Model (Irby, Brown, Dufy and Trautman); Values and Ethics (Hodgkinson, Stefkovich, Shapiro, Beck and Starratt); Gender, Race/Ethnicity and Class (Gilligan, Nieto, Delpit, Shakeshaft, Grogan, Brunner, Tallerico, Irby, Brown, Skarla, Ortiz, Marshall, Lomotey, Jackson, Pounder, Mertz, Dillard, Rossman); Critical Theory and Postmodernism (Greenfield, Derrida, Faucault, Lyotard, Giroux, Bates, McLaren, Foster, English, Capper, Maxcy, Scheurich, Dantley, West, Young, Larson, Furman anderson, Shields, Lather, Freire)	

Source: *Lunenburg, FC and Ornstein, AC (2013). Educational Administration (Trans. Gökhan Arastaman). Ankara: Nobel Publications*

It can be noted that the industry, which adopts a management philosophy that is more systematic and compatible with environmental conditions, in addition to being successful and reaching information, also raises environmental concerns that will become fully evident in the next period by developing environmental awareness in the society. It is stated that Society 5.0 has a structure that contains all the development and knowledge accumulated by society to this day and combines and integrates the history of civilization (Er et al., 2021; Mashur et al., 2019). Also, Calis D. (2022) in his study, he referred to a society 5.0 in which problems can be solved with a vision based on a happy person (Pillai et al. 2021; Potocan and Nedelko, 2020). Parallel to all these developments and advances, it is seen that the world of management and the currents and theories of this world have developed by considering technique and society.

Strategic Status of the Technology Adoption Lifecycle of Technology Management

Ultimately, occurring in the business world and the digitization of today's work life, the Metaverse (virtual world), Internet of Things, artificial intelligence, machine learning and technological developments such as cloud computing, period, speed, depth of the system, such as the effect started the industrial revolution with certain features that separates him from other periods, it can be argued that the fourth ((Fırat and Fırat, 2017). However, it can be stated clearly that the Society 5.0 "Super Intelligent Society" project has been launched in order to manage the concerns caused by the dizzying speed of technology and its inability to be controlled. According to the explanations made, it shows that the level of prosperity that society has reached has reached the level where it can demand and supply many products in the characteristics it wants. It can be noted that products have been diversified and sorted from a simple batch needle to space travel within the framework of freedom of travel and economy. At the same time, the effects of this situation, which is enabled by technology, on the world of business and management are inevitable.

Table 3. Elements of Technology Management

Terminology Used	Describing	choose	Acquisition	Commercialization	Protection	Learning	Adaptation
Gregory (1995)	Describing	choose	Acquisition	Commercialization	Protection		
Rush at all (2007)	Research, Awareness	Research, Evaluation	Acquisition, Competence Development	Application, Commercialization		Learning	
Babylon, NCR (1995)	Research, Evaluation		R&D	Integration, Implementation, Obsolescence			
Sumanth (1988)	Awareness		Acquisition, Progress	Harmony, Abandonment			
Dogson (2008)		Strategy	Cooperation, R&D, New Product Development	Commercialization, Application			
Cotec (1998)	Scanning	Focusing	Source	Application		Learning	
Robert (2004)	Awareness of Opportunities		Idea Generation, Problem Solving	Business Development, Benefit, Dissemination			
Levin and Bernard (2008)			Knowledge Generation and Transformation into Working Outcomes	Matching Outputs to User Requirement		Organizational Support	
Cetindamar (2013)	Describing	choose	Acquisition	Commercialization	Protection	Learning	
Akkoyun (2015)	Describing	choose	Acquisition	Commercialization	Protection	Learning	Adaptation

Source: *Adapted by the author.*

It can be specified that enterprises are most affected by technology within the framework of management science, whether it is in the sense of responding to the needs of enterprises in accordance with demand or accompanied by presentations that create fashion or managing needs. However, it can be noted that one more situation has arisen due to the speed of technological progress. It seems that a top version of a technology or technological product that has just been released has been released within a few months, affecting the product life curve and causing it to become outdated. It can be argued that this situation, referred to as the ”Technology Adoption Life Cycle", is of vital and strategic importance in technology management, which has a great impact on the competitiveness and survival of enterprises. It is thought that it may be useful to address the elements of technology management at this stage.

In this sense, it can be stated that it would be appropriate to review the most valid process of strategic management today.

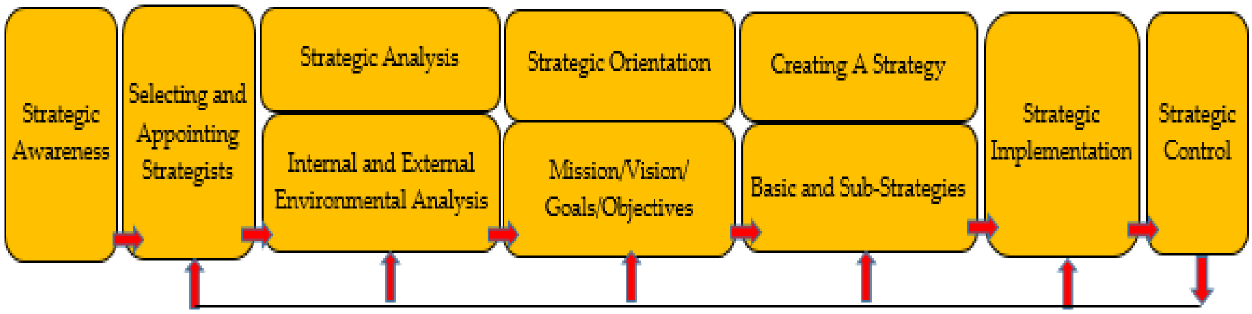

Figure 1. Strategic Management Process

Source: *Ülgen, H. and Mirze, SK (2020). Strategic Management in Businesses, Beta publications, 10th Edition, Istanbul.*

It is predictable that it is important for businesses to implement the right management philosophy and the right organizational structure by anticipating change, realizing the necessary structural adaptations. In other words, it can be stated that it is a necessity to integrate each of the stages of technology management, taking into account the creation of strategic awareness and the appointment of strategists to the analysis of the enterprise, from the work on satrategic adaptation and harmonization to the stage of strategic implementation and strategic control. In addition, it can be stated that it is important for business management to take into account the product life curve and the technology adoption life cycle that affect it at the design stage of a product or service. From studies that address the strategic aspects of Technology Management Linn and Zhang (2000) and the systematic promotion of the process Badaway (1998) have referred to the action with the adaptation of business and technology strategies.

The speed of development of technology, which is vital in today's business management, in recent years also affects the duration of using the technology used by enterprises. In other words, since the new technology can be developed quickly, it can be stated that the fashion sense that affects the perception of “new” and “modern” that affects consumer preferences and the perception of “more useful” due to the nature of the new technological product cause the current technology to go out of fashion in a short time and may affect costs.

When the issue is considered from this point of view, the importance of its acceptance and integration within the enterprise in order to create the optimum level of time and benefit from the technology in the compound is revealed as soon as possible.

Rogers' (2003) "The Theory of the Spread of Innovation” can be a guide at the stage of acceptance of new technology in an enterprise. In a study conducted at Iowa State University, he suggested that the adoption of new technology depends on four different criteria consisting of product, communication, time and system. It states that the spread of innovation will be evaluated depending on the systematics achieved by catagorizing the individuals who adapt within the process and within certain time frames in a distribution.

However, it has been expressed in how new ideas and technologies have spread to different cultures.

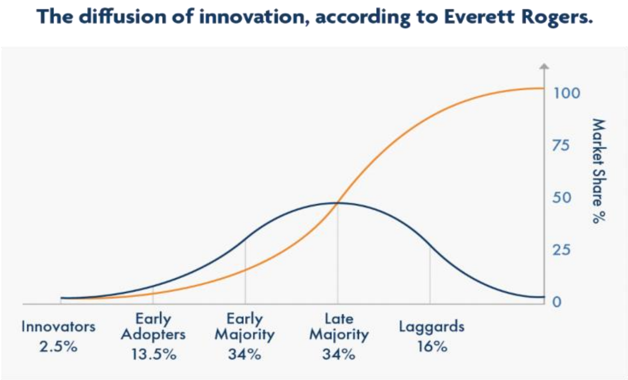

Figure 2. Diffusion of Innovations

Source: *Rogers, E. (2003). Diffusion of Innovations. 5th Edition. New York, The Free Press.*

Bruin (2020) developed the "Technology Adoption Life Cycle" based on this theory and adapted the study. After all, even though their motivation and ways of acquisition are different in organizations, they want to have a technological innovation just like individuals. When we consider this study at the organizational level formed by individuals, it is seen that five different groups have emerged in the acceptance of technological innovation and change in the cycle.

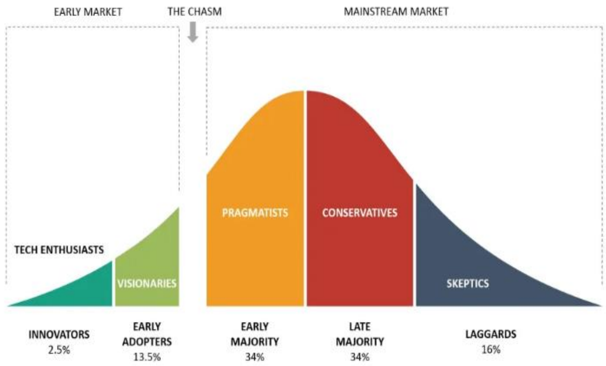

Figure 3. Technology Adoption Lifecycle

Source: *Bruin, LD (2020). Technology Adoption Lifecycle, (Adaptation). Rogers, Everett (2003). Diffusion of Innovations, 5th Edition. Simon and Schuster.*

Innovators (Technology Enthusiasts), technologists who aggressively pursue new technology products this group is the first group of people who are most likely to invest in the product.

Early Adopters (Visionaries), this group of non-technologists, purchase a new product concept very early in the life cycle. They are visionaries who are looking for not only a breakthrough, but also a revolutionary breakthrough. As a result, they are willing to take high risks in order to try something new.

The Early Majority (Pragmatists) are guided by a strong sense of practicality. They know that many inventions are temporary whims, so they are the ones who are content to wait and see how other people achieve it.

The Late Majority (Conservatives) believe more in tradition than in progress. It is they who prefer to wait until a situation becomes an established standard and invest only at the end of a technology life cycle.

The laggards (Skeptics) are those who do not want to do anything with the new technology. Skeptics have a strong belief that innovations rarely work and almost always have undesirable consequences.

Similarly, different researchers (Moore, 1991; Wenger, 2009; Schirtzinger, 2019; Mills, 2021) were carried out in studies on technology adoption life cycle in reaching similar conclusions reported results on graphs. According to Mills (2021), regardless of the financial volume of technology, it means that all technologies exist in one of four stages.

The R & D phase, first identify a problem, research your options and the cost of developing a solution; the solution, when applied technology will gain a certain amount of time (ascent stage); subsequently, these gains are increasing and that after a certain point, this level of stability that korudog (maturity stage) and lastly, these gains are introduced as new and more efficient technologies or processes that will rise over time (downward phase) expressed.

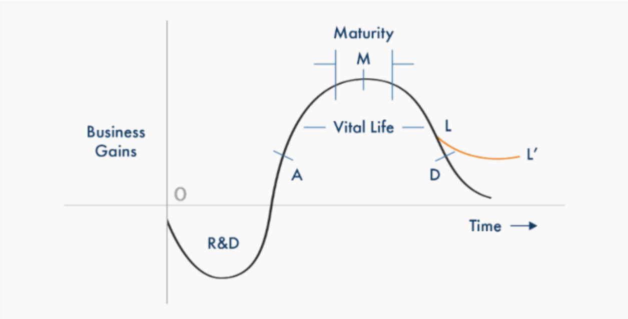

Figure 3. Technology Adoption Lifecycle

***Source:**https://www.dprism.com/insights/technology-lifecycle-management-ceo-roadmap/*

In this case, the adaptation of the "Technology Adoption Life Cycle", "Technology Management" and "Strategic Thinking" with a trilogy seems to be almost a necessity. It is a necessity to adapt the decisions taken in the departments of other level managers to the strategies determined by the top management of organizations in order to achieve higher-than-average returns, to position themselves at an advantageous point compared to their competitors and to maintain their assets.

Practically, after detailed extraction of the enterprise's technology inventory, it is necessary to determine at what stage the technologies included in this inventory are from these stages. It is necessary to create a plan and schedule of programs, deciding how to make a change in the cost and benefit plane (to Decommission and buy a new one, to develop it in R & D).

It can be stated that they must be managed within a system, whether it is the products produced or the technologies used in production. It is vital to predict the technology, determine which ways it will be delivered, choose Dec alternatives, determine how and users, learn and protect information about the use of technology and finally manage this process by integrating each stage into the organization in other words.

When developing a new product or changing the technology they use, businesses should take a step by calculating the technological innovation and change in the technology adoption lifecycle and the presence of five different groups in accepting the change. Thus, they can calculate both the resistance to change and the perception in society. It can be stated that the parties whose values and perceptions are ready, whether they are a member of the organization or a buyer / consumer, will have high demands on performing the transaction.

Conclusion

The business world constitutes the building blocks of economic systems. They serve as dynamos in the development and progress of countries and societies. They affect societies in the same way as they are affected by society. Considering the cornerstones separating the periods of industry and societies, it is seen that 4-four industrial periods and five different social periods that give their characteristics to society have been passed to the present day when we consider the cornerstones that separate the periods of industry and societies from each other. From these periods, it can be stated that in Industry 1.0 and Industry 2.0, the production and services of enterprises are usually supply-oriented, whatever enterprises have produced is sold in the face of ready-made demand and buyer / consumer demands do not have much importance. It can be noted that this situation is the same in (1.0) hunter-gatherer, (2.0) agricultural and (3.0) industrial societies. However, it is necessary to state that this situation has undergone changes during the period of Industry 3.0 and Society 4.0, the welfare level of societies and therefore their purchasing power have increased and the buyer /consumer demands have come to the fore more than the business supply of services and products. From this point of view, it can be stated that the analysis of the value judgments and fashion perceptions of the requesters that guide their demands by the enterprises and accordingly, the supply of appropriate products come to the fore. However, considering that the individuals that comprise the organization they are members of the same society, in considering the organizational structure and informal structures in preferences to lead, to manage businesses of the future must be expressed in clear terms the importance of strategic importance. At this stage, considering the speed of progress in the industry and the resistance that change may face in organizations, it can be stated that the importance of "Technology Management" has been revealed. It can be stated that identification, selection, acquisition, commercialization, learning, protection and adaptation, which are the cornerstones of technology management and the severity of the resistance that is likely to be encountered can be minimized by actively involving members within the organization in the change. However, it should be noted that it is essential for conservatives and skeptics involved in the "Technology Adoption Life Cycle" to be included in this process. It can be stated that it will be equally important and strategic to direct the perceptions of these two groups both within buyers / consumers and within the organization accompanied by technology management. Because, at the present point, Industry 4.0, where businesses are a subsystem, along with the increasing number of conservatives and skeptics involved in the technology adoption life cycle, as well as a shift in the ratio of pragmatists to conservatives, as a result of the 5.0 super intelligent society has been exposed.

It can be stated that today's enterprises can have significant benefits in thinking strategically and acting in the context of strategicity, accompanied by elements of technology management and taking into account the groups involved in the technology adoption lifecycle as criteria. It can be clearly stated that a process that should be carried out by including the members of the organization in the work without falling under the spell of technology for the sake of making more profit in organizations where the pace of technological progress brings changes on top of each other is vital from the point of view of socio-technical balance. After all, considering that robots and systems installed with software can replace millions of employees; In societies where there are people who are unemployed or who will change jobs and fall far below the income level where they are located, irreparable declines in demand lines may occur and create big problems in the supply Sundays of enterprises. From this point on, it should be clearly stated that the demand-oriented market cannot be returned to the supply-oriented market structure as in the early periods and that large uncertainties and chaos can be directed towards commercial markets where there is a right. This situation has made businesses feel obliged to create a balance between technology and society by leading them to think strategically.

High profitability and efficient use of resources under the umbrella of the virtual universe, artificial intelligence, machine learning, Internet of things and robotic systems in industry, unemployment will increase and ultimately the continuation of this situation may be a sign of a layer impoverished and unhappy. Resistance to change has always cost businesses a lot of money. Considering the negative aspects of social aspects, the importance of optimally realizing the balance of technological products within the socio-technical system in which it can be increased is once again revealed. In addition to environmental disasters that progress in industry has the potential to create, intelligent machinery/factory, artificial intelligence, etc. it is seen that the potential of damaging the social balance in the new working life that will be created on the basis of the systems is being revealed day by day. Located in each Industry 4.0 philosophy, "interoperability" as a qualification that connects all stakeholders, also in an elite segment of society out in the open for more fadya individually created by a view of the uncertainty of the results it brings.

After addressing the importance of technology management and technology adoption lifecycle on the basis of socio-technical system, researchers may be advised to work on the use of technology for the benefit of humanity and the use of technology management elements in the business world in order to keep progress under control in future studies. Because it is observed that Society

5.0 cannot address the concerns caused by the speed of technological progress and the inability to be controlled in the process through which it is passed.

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RESEARCH ARTICLE

Comparative Analysis of Covid-19 Government Strategies in Argentina, Brazil, India, Pakistan, and Turkey

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Abstract

The aim of this research was to show how covid-19 was managed by governments across different nations – Argentina, Brazil, India, Pakistan, and Turkey – focusing on political, economic, and social aspects. Research covered the period from April 2020 to April 2021. After showing data about the pandemic, this research did an analysis of the official discourse and the measures adopted by using comparative and qualitative content analysis as methodological approach. In the research, figures were contrasted with the authorities' measures and their outcome in terms of immunization level and number of deaths. Results demonstrated that there was a lack of coordination to follow the plans and political use of the pandemic to cover the tackling of problems awaiting resolution. Given the global extent of the covid-19 pandemic and its negative consequences, it was concluded that it would have been wise to treat it as a pan-coordination action beyond national borders instead of addressing individual countries' interests. Such approach would have allowed to accelerate reaction and benchmark practices to achieve a faster mitigation of harmful effects, thereby saving millions of human lives, as well as preventing the devastating consequences in the economic and social realm.

Keywords: *Institutional Logics, Covid-19 Politics, Pandemic Management, State Policies.*

Öz

Bu araştırmanın amacı, Covid-19'un Arjantin, Brezilya, Hindistan, Pakistan ve Türkiye gibi farklı ülkelerdeki hükümetler tarafından nasıl yönetildiğini siyasi, ekonomik ve sosyal yönlere odaklanarak göstermektir. Araştırma, Nisan 2020'den Nisan 2021'e kadar olan dönemi kapsamaktadır. Çalışma, pandemi verilerini verdikten sonra karşılaştırmalı analiz ve nitel içerik analizini metodolojik yaklaşım olarak kullanarak hükümetlerin resmi söylemlerinin ve alınan önlemlerin analizini yapmaya çalışmıştır. Araştırmada rakamlarla, yetkililerin önlemleri ve bunların sonuçlarıyla aşılama düzeyi ve ölüm sayısı açısından karşılaştırılmıştır. Sonuçlar, çözüm bekleyen sorunların üstesinden gelmek, pandeminin planlarını ve siyasi kullanımını takip etmek konusunda koordinasyon eksikliği olduğunu göstermiştir. Çalışmanın sonucunda, Covid-19 pandemisinin küresel boyutu ve olumsuz sonuçları göz önüne alındığında, bireysel ülkelerin çıkarlarını ele almak yerine ulusal sınırların ötesinde bir pan-koordinasyon eylemi olarak ele alınması öngörülmüştür. Bu tür bir yaklaşım, zararlı etkilerin daha hızlı bir şekilde azaltılmasını sağlamak için tepki ve kıyaslama uygulamalarını hızlandırmaya, böylece milyonlarca insanın hayatını kurtarmanın yanı sıra ekonomik ve sosyal alanda yıkıcı sonuçları önlemeye izin verebilecektir.

Anahtar Kelimeler: *Kurumsal Mantık, Covid-19 Politikası, Pandemi Yönetimi, Devlet Politikaları.*

Introduction

According to the World Health Organization (WHO), Covid-19 is the disease caused by a new coronavirus known as SARS-CoV-2. WHO became aware of this new virus on 31 December 2019, after the publication of a report of cases on 'viral pneumonia' in the city of Wuhan, People's Republic of China. In terms of the progress of the world alert on the new coronavirus, on January 30, 2020, a group of experts working for the WHO declared the outbreak of SARS-CoV2, with the recognition of the covid-19 as a Public Health Emergency of International Concern (PHEIC). Soon after that, on March 11, 2020, the ongoing Covid-19 disease was upscaled by the WHO as a pandemic (Perlman, 2020).

For quite relevant periods of time, there was enough consciousness on a worldwide basis, about the existence of certain emerging infectious diseases with pandemic potential. In addition, there was also a recognition by the WHO that these diseases could constitute a very important threat to global health security (Perlman, 2020). However, it is worth to point out that the level of attention which countries in different geographic regions of the world such as Brazil, India, Pakistan, Argentina and Turkey paid to these warnings and recommendations towards implementing proactive actions such as prevention, preparedness, and response capacity, has not been the same. Some of the countries duly invested into appropriate and effective personal protective equipment, others in healthcare facilities, while certain ones simply focused on other priorities which were not related to the medical sphere. It is key to identify what the risks brought by the covid-19 pandemic are, and later describe what the different strategies to fight it by certain countries like Argentina, Brazil, India, Pakistan, and Turkey. Such countries are either placed in different geographical parts in the world or have different background culturally and religiously.

There is no doubt at this stage that the covid-19 pandemic has dramatically impacted the world and have changed people's lives forever. According to the Committee for the Coordination of Statistical Activities of the United Nations, by March 15, 2021, countries had reported more than one hundred and twenty-three million (123M) Covid-19 cases on a worldwide basis, and over two million and seven hundred thousand (2.7M) casualties due to the disease (The United Nations, 2021). These numbers constitute a catastrophe difficult to ignore. The negative effects of the pandemic are visible and have been perceived as a real catastrophe for years to come. From disrupting basic lifestyles to heavily affecting human interaction, from causing to change the way people work, communicate and commute to seriously affecting people's circulation not only locally but also internationally. It is imperative that governments taking decisions to fight the covid-19 pandemic, have ready and transparent access to the best and most reliable information available.

For comparative purposes, facts, statistics, and data on the covid-19 pandemic for Argentina, Brazil, India, Pakistan, and Turkey (listed in this order in each of the rows below) will be presented and analyzed later in this research. All such information has been obtained from official sources. Table 1 below presents an year-end 2021 summary of main figures related to covid-19 pandemic about each country under analysis.

Table 1. Covid-19 Overview, by country, Jan 2022 (Source: World Health Organization, covid-19 Dashboard 2022)

Country	Cases - cumulative total	Cases - newly reported in last 7 days	Deaths - cumulative total	Deaths - newly reported in last 7 days	Total vaccine doses administered per 100 population	Persons fully vaccinated per 100 population
Argentina	5.739.326	259.021	117.245	179	163,07	70,6
Brazil	22.305.078	58.802	619.209	675	148,28	66,11
India	35.018.358	209.472	482.551	1.959	106,97	44,73
Pakistan	1.297.865	3.834	28.945	33	72,4	32,87
Turkey	9.651.503	286.995	82.932	1.015	147,1	61,53

Different approaches usually lead to different results, and this has not been an exception according to our view. It is relevant to try to identify the rationale behind all these approaches, and in this sense, analysis of local rules, habits and customs issues should not be, by any means, left aside, as each of the countries under analysis have their own cultures. Another relevant problem to be addressed is the changing political, economic, social and health contexts existing in each of the countries, prior to and during the covid-19 pandemic. A contrast of such context in the different jurisdictions, which will include the various aspects and conditions of the health system, characteristics of medical care, conditions of health infrastructure and levels of medical supplies, may also help to understand the different approaches that the governments have taken towards fighting the covid-19 pandemic.

In addition, and during the period covered by this research (beginning of April 2020 through end of April 2021), such approaches in the various countries have suffered both slight and profound changes which have been adopted in accordance with the negative or positive evolution of the pandemic, whichever the case had been. Examples of relevant data that will be presented for the period in question include different levels of school closures, business shut-downs, travel bans, among other relevant restrictions and/or prohibitions.

A key objective of this research is to reflect, on the one hand, the general official announcements of the various administrations towards facing and fighting the Covid-19 pandemic. On the other hand, this is contrasted with the strategies, actions/measures effectively adopted by such administrations towards fighting the pandemic, including the outcome and results of such actions/measures. Another relevant objective is to identify the degree of similarities and differences underlying those strategies, actions and measures in question taken by the different administrations in the countries. The ultimate purpose of this objective is to be able to make a thorough assessment as to the determine the viability and convenience of implementing pan-coordination initiatives beyond national borders. Such kind of initiatives would promote proactivity, teamwork, benchmarking, and collaboration among countries avoiding them to only focus on their governments' interests. These initiatives would also contribute to avoid reactivity (vs. proactivity) and procrastination. Key focus of this approach is to strongly restrict the number of covid-19 contagions and casualties, which at the same time would prevent and limit the spread of business, economic, social and health very negative consequences.

Theoretical Background

Despite the advances in medical science, the pandemic brought uncertainties across all instances of social life, demonstrating mankind's fragility to a relatively simple virus. Besides, it exposed governments and placed political institutions' capacity of reaction to testing, revealing challenges and inequalities to carry out coordinated actions. In academia, numerous studies came up trying to embody the breadth and depth of that phenomenon, using varied epistemological approaches. Cozza et al (2021) advocate we learn from this experience and use the pandemic as an opportunity to look after other individuals in social organizations to repair negative practices. Pérez-Nebra et al. (2021) claim the need for diverse methodologies that shall help capture the changes at work after COVID-19, giving voice to neglected populations. That view is corroborated by Amis and Greenwood (2020) when they propose giving a central role to periphery topics in change management theory and practice. Jacome (2020) critiques what he considers a narrow view about organizations and working relations. For Munir (2020), Covid-19 has exposed a high degree of inequality in organizations which lacked focus from management researchers.

Finally, considering the object of analysis, a more adequate approach was given by Montgomery and Dacin (2021):

Institutions were holding strong. It was not long, however, before Covid-19 was revealing the failures of long-trusted institutions to care for citizens equitably, or to maintain public trust. Institutions were revealed to be inadequate or in decay. These included institutions such as government, public health, education, democracy, religion, and science. In some cases, these institutions appear fractured and weak and in other contexts we see them appear stronger as market logics retreat and state logics expand. (Montgomery and Dacin, 2021: 1426).

As they reflected, traditional institutions were thrown under public spotlight, and some did not pass the scrutiny with favorable evaluations. From a theoretical standpoint, a way to have a critical view of their effectiveness in dealing with the pandemic is through the institutional logics' perspective.

The concept of institutional logics was firstly raised by Friedland and Alford (1991) to discuss conflict and change in organizations. These authors claim institutions comprise both a material and a symbolic facet, which are mobilized by individuals to serve their purposes, thus conveying either an opportunity or a constraint to change.

Thornton and Ocasio (2008: 100) define institutional logics as "the socially constructed, historical patterns of material practices, assumptions, values, beliefs, and rules by which individuals produce and reproduce their material subsistence, organize time and space, and provide meaning to their social reality." And they suggest doing interpretive analysis with use of ideal types and discourse analysis to discuss topics of different cultures and institutions as they are manifested in society.

Hinings and Tolbert (2008) advocate the importance of understanding the mechanisms by which individuals are open to move and change institutional orders, or are bound to keep them. For these authors, that approach would shed light to relations of power in present societies. This view is corroborated by Aldrich and Ruef (1999) when they advocate theorists should have an interpretative approach by focusing on actors' constraints in their interactions within the organizational setting.

Thornton, Ocasio & Lounsbury (2012) state that both individuals and organizations are conscious about variations in cultural norms, symbols and practices of institutional orders, and they tend to have this diversity embedded into their thoughts, beliefs, and decision making processes, namely, agency - therefore, different sets of knowledge that drive agency compose the various institutional orders. For these authors, agency can either reinforce or modify the predominant institutional logics, which encompasses practices resulting from cultural norms, symbols, and beliefs. In other words, individual and organizational behavior must be identified and conform to a certain institutional context and suit to certain goals, or else it may lead to a conflict situation when they will struggle against present institutional logic, opening space for change.

Furthermore, they highlight (p.124) the benefits of analyzing society as a "nearly decomposable inter-institutional system of institutional orders" since it allows scholars to identify the diverse nature of cultural influences upon institutions, people and organizations. In their description, they highlight seven different institutional orders: family, community, religion, state, market, profession, and corporation. To this research, given the object of analysis, we deem adequate to focus on three of them: a state institutional logic, a market institutional logic, and a community institutional logic.

It is our assumption that, in the management of the covid-19 pandemic, governments have moved intermittently between a state logic and a market logic in their actions and initiatives to fight against the pandemic and the conflicts it brought. A few countries were apparently guided by a community logic, which may have contributed to a quick reaction to mitigate the harmful consequences of the pandemic. In other cases, a lack of clarity regarding the approach to follow and their consequences may have led to some tardiness or even paralysis of actions.

In addition, it is worth looking at the pan-coordination approach that has been proposed here to have countries more effectively face the challenges of the covid-19 pandemic. The Merriam-Webster (2021a, 2021b) dictionary refers to prefix "pan" as the advocacy of the union of a group while the same source refers to the concept of coordination as the process for organizing people or group so that they work together properly and well. This means that if countries would have worked together in common policies under the guidance of WHO, results of the fight against the pandemic, would have been different. Examples of group of countries working with common policies can be found in the European

Union, the African Union, the North-American Free Trade Agreement and the Andean Pact.

Methodology

In terms of use of methodology, the present research has been based on both comparative and qualitative content analysis. Comparative analysis in social sciences is about to understand the causes in events or relationships by gathering different variations in several kinds of variables (Pickvance, 2001). Comparison is a scientific method which is used in comparative research for contrasting two or more cases to demonstrate the similarities and differences between the cases based on a fact or a certain aspect (Azarian, 2011). For comparative purposes, facts, statistics, and data on the Covid-19 pandemic for Argentina, Brazil, India, Pakistan, and Turkey have been presented and analyzed herein. This research has comparatively analyzed data from websites that are based in different countries by coding the theme structure and the content. For the presentation of the country information, the websites were chosen from the most important online media of the selected countries. The selected online media are the most relevant online news websites from each of the jurisdictions. All websites were accessed and saved at 12:00 of the respective local time.

Qualitative content analysis is a very common method to deal with qualitative data. The researcher analyses the data based on the questions that are being asked (Berelson, 1952). Qualitative content analysis is also known as ethnographic content analysis which explains the social and cultural meanings, and therefore emphasis on political messages in documents, rise (Altheide and Schneider, 2013). In addition, ethnographic content analysis is a 'blend of objective content analysis and participant observation' (Altheide and Schneider, 2013: 5). The content analysis could use various communication forms like interview, email, political speeches, or documents like newspapers and magazines as raw materials. After data collection through political speeches, newspapers and magazines, data analysis has been made based on the questions researchers have framed.

Data Presentation, Assessment and Discussion

Based on the objectives defined herein, focus is placed on the five countries of analysis, namely Argentina, Brazil, India & Pakistan, and Turkey. All data covers between 1st of April 2020 and 30th of April 2021, and numbers have been estimated based on available relevant information provided by different sources (i.e., WHO, Worldometers, National Ministries of Health, worldwide well-known newspapers).

Argentina

With a population of nearly forty-six million according to Worldometers, half of which are under the poverty index, the local sanitary infrastructure and volume of medical supplies were not enough to fight against a true catastrophe properly and seriously like the Covid-19 pandemic. Since the outbreak of the first covid-19 case in March 2020 and far from the government's declaration and predictions that the pandemic was not going to reach this part of the world, there was a non-stop increase in the number of cases which placed public and private intensive care medical services in real danger due to the lack of material resources, validated diagnostic tests and unreasonable delays in sample processing (Gemelli, 2020).

The government turned out to be wrong once again, and therefore, its approach and strategy to face the pandemic was also inappropriate and erratic. According to Forbes Argentina (2021), instead of benefitting from benchmarking processes to look at best-in-class worldwide practices (especially in northern Europe), there was only a call for a limited number of local epidemiologists to design and put a very severe lockdown in place which lasted more than a year. Neither local nor highly recognized international economists, psychologists, psychiatrists, businessmen, educational experts, and counsellors of any kind, were summoned to listen to their opinions and recommendations. It was a real isolationist approach with no regional collaboration, cooperation and/or coordination initiatives to share knowledge and practices to fight the pandemic. Implementation of such a lockdown was focused solely on avoiding the covid-19 virus to extend, with no attention paid to the negative effects caused to education, mental health of the population (with no focus on the eldest) and the economy, which turned out to be dreadful both in the short and long terms. Schools were closed, group and individual circulation was banned, access to shops, restaurants and public places was heavily restricted, and there were thousands of shutdowns of small & medium size businesses with massive downsizings. According to Amnesty International, the result was catastrophic with a fall of over ten percent in the GDP and over thirteen percent of unemployment rate. The strategy was focused mainly on health versus a true disregard of the economy, and it turned out to be unsuccessful under both aspects.

In addition, and in accordance with the content of the local Argentine newspaper Clarin (2021), there was no ready access to vaccines which might have saved thousands of lives. It was more a reactive than a proactive approach. Priority was given, due to ideological reasons, to Russian and Chinese supplies which turned out to be at the end of the day, totally unreliable and caused delays which had a direct impact in the very high number of casualties. Supply volumes from those sources were always insufficient to fulfill the emergency needs for vaccines. With a very difficult health and economic context, the Argentine government administration chose to incur in autocratic practices, issuing a huge number of emergency decrees instead of going through Congress and submitting bills of law for debate with other political parties.

As a result of an ineffective, inefficient and sometimes illegal management of the pandemic, Argentina suffered catastrophic health and economic results despite imposing the longest and most stringent lockdown on its population. Thousands of lives could have been saved and the impact on the economy and on society could have been considerably milder.

Brazil

In Brazil, the central government initially denied that covid-19 pandemic constituted a problem. The Minister of Health recommended social isolation and use of masks. However, Brazilian President Bolsonaro did not follow any protocols and would show up without protection interacting closely with the crowd without mask protection. Given conflictive viewpoints, the Minister of Health was dismissed and replaced by a military, who was not a physician.

The management of the pandemic got political, with state governors claiming lockdown was necessary, following WHO's recommendations. On the other hand, President Bolsonaro claimed that life had to go on as usual. "Everyone has to die one day – we need to stop being a country of sissies" (November 2020). In addition, Brazilian Ministers posted critics to WHO and China regarding the pandemic ("comunavirus", "vachine"). President Bolsonaro openly recommended medicines that were considered innocuous to treat Covid-19 symptoms, while being reluctant to purchase vaccines. Later on Bolsonaro claimed that no masks were required for individuals vaccinated and already infected. Given the seriousness and dramatic stage of the pandemic, such claim was energetically rejected by the scientific community.

A special committee was formed within the Senate to analyze to what extent Bolsonaro could be held accountable for the pandemic mismanagement by sending misleading and contradictory messages to the population and adopting policies usually contrasting with WHO's recommendations. As claimed by Grøsvik (2021), the Brazilian president behaved as a typical populist by blaming outsiders and victims, demonstrating contempt for institutions, making broad use of denialism, and showing suspicion of elites to convey the message that he is a standard man from the population.

In addition, an extensive analysis of the government official discourse carried out by researchers in the field of law and public health from the University of São Paulo (Ventura & Reis, 2021) advocates there was a deliberate strategy behind the covid-19 policy communication, which has been based on:

1- Defense of a natural collective immunity approach through covid-19 contagion as the best way to control the pandemic.
2- Incitement to exposure to the covid-19 virus and non-compliance of preventive sanitary measures.
3- Banalization of casualties and negative effects caused by the covid-19 virus.
4- Systematic rejection to circulation restrictions done by state governments promoting confrontation between health and economy and the idea that quarantine would cause more damage than the covid-19 virus itself.
5- Focus on assistance (reactive) rather than preventive actions to confront the disease, and only when pushed by other institutions such as the Supreme Court.
6- Attack to criticism to the way the pandemic was managed, particularly against the press and independent journalism. (Ventura and Reis, 2021)

From a political standpoint, the pandemic can be both a threat and an opportunity. Brazilian economy was already in a downturn aggravated by a drop of business activities during the pandemic. Covid 19, in this sense, has been deliberately used as the cause of all the problems of the country, many of which were actually already there before.

In October 2022, there will be presidential elections in Brazil. Bolsonaro will be running for reelection. Some state governors are going to be candidates, too. They are all using the pandemic to get good visibility to boost their campaigns. Governors are dealing with the tough part of the pandemic, getting lockdowns, opening ICU and vaccinating people. The federal government adopted a more flexible and amicable position and has allowed the population for on-site work and general freedoms. Who is going to win this battle in the political arena, it is still to be revealed: allea jacta est. What is crystal clear, however, is who are literally losing their lives in this bloody, dirty power game: the Brazilian population, particularly that portion who have unsatisfied needs.

Turkey

With a population of nearly eighty-six million according to Worldometers and in the fifty-fourth place during the latest Human Development Index Ranking, by April 2021, Turkey had nearly forty thousand of total casualties, four hundred of daily casualties and five million of total infected people (Worldometer, 2021; Ministry of Health in Turkey, 2021). When the outbreak of the Covid-19 pandemic was evident in countries such as China, South Korea, USA and its neighbor Iran, Turkey designed a policy to delay the entry of the disease into the country by taking a series of precautions. For this reason, several actions were taken such as installing thermal cameras at the airport, screening the passengers from the countries where the cases were expanding, and evacuating Turkish citizens from such countries. From January to the first week of March 2020 while Covid-19 cases were spreading all over the world and increasing, not a single case was reported in Turkey until the night of March 10, 2020 (DW, 2021).

Following the announcement of this first case in Turkey, the initial restrictive decisions came into effect in Turkey on March 12, 2020. The entertainment venues were closed. Mass prayers were prohibited. A strict curfew was imposed over the age of 65 and under the age of 20. Barber shops were closed. Working hours of food markets were restricted. Domestic air transportation was also subject to prior permission. Primary and secondary schools, colleges and universities started on-line classes. Schools went back to on-site education gradually starting in September 2020. Students went to school on certain specific days of the week and followed their lessons on-line and from home the rest of the days. However, after the mid-term break in November 2020, the Turkish government decided to keep schools closed due to the increase in the number of cases (Sülkü, Coşar ve Tokatlıoğlu, 2021).

On the positive side, Turkey has had an advantage in the fight against the pandemic as there was a numerous pool of health staff, there were sufficient intensive care beds and lung-ventilation devices to help patients breathe.

Additionally, several measures have been taken in Turkey to protect citizens from the pandemic and prevent its spread such as free medicines and government-sponsored free tests for covid-19, isolation of the old and young population, curfews and lockdowns, communication tracking with mobile phone app called as 'Hayat Eve Sığar' (HES). HES is a mobile phone application that allows monitoring of infected patients. With this application, citizens could both monitor their health status and instantly see the risk status in their environment (Ertit Taştan, Beyzi and Bakır,2021).

First signs of normalization in Turkey took place gradually in May, June, and July 2020. Travel restrictions and curfews were lifted. Restaurants, cafes, cinemas, theaters, and wedding halls were reopened. However, year 2021 started with rights' restrictions again. Restaurants and cafes could not host customers. Curfews were imposed after 9 PM on weekdays and during weekends. Those restrictions were relaxed again as of March 1, 2021, when the second phase of normalization started. On April 14, 2021, a 2-week partial curfew was implemented. A curfew was then announced between 29 April 2021 and 17 May 2021. Turkey entered third phase of gradual normalization as of 1 July 2021. The curfew ended and restrictions for places to eat and drink were also lifted. Now, the mask and social distance rules taken within the scope of corona measures continue throughout the country (DW, 2021).

Like in most countries of the world, Turkish government was also criticized because of the way it managed the pandemic. During the process, curfews were imposed across provinces, age groups and along the whole Turkish territory. On the night of April 10, 2020, 2 hours before the announcement that a 48-hour curfew would be declared in 30 metropolitan cities and Zonguldak as of April 11, 2020, queues formed in the bakeries and markets and a brawl ensued (Sülkü, Coşar ve Tokatlıoğlu, 2021). However, the biggest criticism against Turkish government has been about the type and extent of the imposed curfew. A two-week curfew has been often demanded by professional organizations and experts in Turkey to avoid virus circulation, including in the businesses' production processes, but the Turkish government rejected the idea. Instead, curfews for a few days, long curfews during weekends and holidays, and short-term lockdowns were implemented. An additional criticism against the Turkish government was regarding certain inconsistencies in the number of cases and the fact that the Ministry of Health did not communicate or share the data transparently. The Turkish Medical Association drew the attention on the fact that Turkey did not correctly use the codes defined by the World Health Organization, and therefore the death toll was lower than the real one. One of the aforementioned codes defined patients with positive PCR test, and the other one identified patient with negative PCR test despite clinical findings pointing to covid-19. Allegedly, since Turkey did not use the second code, the number of cases and deaths were reflected in the table incompletely. Therefore, the World Health Organization called on Turkey to report the number of cases in accordance with WHO guidelines (DW, 2021).

Finally, the vaccination process in Turkey started with China's CoronaVac vaccine on January 13, 2021, when Minister of Health Fahrettin Koca and members of the Scientific Committee were vaccinated on live TV to encourage citizens to be vaccinated. On April 12, 2021, the use of the Pfizer-BioNTech vaccine, which was developed by Pfizer, U.S. Pharmaceutical company and BioNTech, German biotechnology company, was started (BBC, 2021).

In the pandemic, the course of the economies in line with the exit strategies from the pandemic process and the reconstruction of economic life after the pandemic emerge as very important issues. President Recep Tayyip Erdoğan announced the economic measures package of 100 billion TL on 18 March 2020 and the law proposal containing economic measures against the coronavirus pandemic was accepted in the General Assembly of the Grand National Assembly of Turkey and became law on 16 April 2020 (Sülkü, Coşar ve Tokatlıoğlu, 2021).

Furthermore, covid-19 has also impacted on the contraction of the Turkish economy as the integration of Turkey to the global economy was affected by a slow-down of economic activities around the world. Especially with the spread of the pandemic all over the world and the implementation of travel restrictions, tourism activities have also been hit. Turkish tourism revenues shrank, tourism-based health expenditures, accommodation expenditures and international transportation expenditures were also negatively impacted. However, one of the biggest effects of the covid-19 pandemic, has been the deterioration of the labor market as well as a decrease in the employment rate and labor force participation; youth unemployment rate has also increased. When the sectoral employment levels are examined, it is seen that the largest share is in the service sector, followed by the industrial sector in the second place, the agricultural sector in the third place and the construction sector in the last place. When the first normalization process was launched in June 2020, the strongest recovery among the sectors has been observed in the construction sector with the effect of the decrease in loan interest rates and loan support packages. In this process, the business and household sectors were tried to be financed, especially with expansionary policies. Many measures have been taken, especially the Economic Stability Shield Package (Soylu, 2020).

Pakistan

In the last week of March 2020, nationwide lockdown was imposed in Pakistan. In early April 2020, the National Command and Operations Centre (NCOC), a joint civilian-military body, was formed to deal with the pandemic at federal level. Although, at first, Pakistan had forced strict complete nationwide lockdown but on decreasing of cases, the policy of complete lockdown was shifted to smart lockdown (identified hotspot). This policy was introduced by Prime Minister of Pakistan, Imran Khan whose viewpoint was that "If we were like Italy, France, America or England, I would have locked Pakistan down completely." He had elucidated that 25% of Pakistani populations are below the poverty line and if they are forced to follow lockdown then how will they feed their families?" (Daniyal, 2020).

On the economic front, for Pakistan, keeping in view the ratio of poverty in its population, balancing between averting a health crisis of Covid-19 and keeping the economy afloat has been complicated. However, the Pakistan government has taken some steps, including the Ehsaas Emergency Cash program whereby, total of Rs. 179,274.75 million were dispersed directly to 14,830,876 poor persons in a transparent manner (Ehsaas). Although in fiscal year 2020, Pakistan's economy had suffered an economic contraction by 0.4% but after that, it started recovering. As per report of Asian Development Bank (Asian development outlook, 2021) "Pakistan's economy is recovering, particularly in the manufacturing and construction sectors, supported by the government emergency relief,". The State Bank of Pakistan (2021) has also stated that the country's GDP is expected to rise to 3.49%. With the policy of smart lockdown and implementation of Covid-19 SOP's with the assistance of armed forces, Pakistan not only avoided the hardship to the poor people but also allowed its economy to progress (Akhtar et al., 2021).

Moreover, instead of ringtones, an awareness message was sent to the caller about the dangers of covid-19 and SOP's to follow. Furthermore, the Pakistani authorities through mobile tracking forced the suspects of Covid-19 to get their tests done. In addition, Pakistan started anti-coronavirus inoculation drive to all adults and children above the age of 12 years free of cost. With the timely and wise decisions based on information/data, and expert advice, Pakistan has been able to gently tackle four covid-19 waves, and now cases have been reduced to less than 1,000 per day with a positivity rate of about 2 %. (Covid-19 Health Advisory Platform, 2021).

India

Initially, during the first wave, the in Indian government imposed a strict complete nationwide lockdown on March 25, 2020, with strict compliance of the SOP's like wearing masks in public places, social distancing etc. and the public places were closed. This strategy coupled with a massive vaccination program contained the virus, which is evident from the data reflecting that the covid-19 cases started declining since October 2020 through mid-February 2021. In January 2021, the Government by claiming that India has beaten the covid-19 had started easing the restrictions without any precautions and/or preparation, and allowed people to travel to their villages, which inadvertently pushed the virus out into the villages (Quint, 2021). At the end of February, the health minister started claiming that they are in the end game of covid-19 in India. (Harsh Vardhan, 2021). This false claim had misled people to believe that India had controlled the virus, which resulted in dropping of adherence to S.O.P's. In the mid of March 2021, the second wave had started and spread like wildfire in India and in the month of May 2021, India became first country of having more than 400,000 new cases in 24 hours (Coronavirus/India, 2021). Big religious gatherings like Kumbh festival, -'Super-spreader', the reopening of most public places and crowded election rallies had played a key role in surge of virus. In addition, population density, politically and religiously motivated decision-making worsened the crisis of India's second wave. According to Bhatt et al., (2021), the main causes of deadly second wave of covid-19 infections were ignorance of warnings by experts for a new wave, non-preparation, delta variant, non-adherence to SOP's, poor health infrastructure, allowing religious gatherings and elections. There also appears to be a lack of co-ordination between states and the federal government over the supply of oxygen and essential drugs (Covid-19 in India, 2021).

The second wave had exhibits disturbing reports like, shortage of hospital beds, medicines and it has been flashed on international media that people are dying without getting timely treatment and oxygen. India's crematoriums and graveyards were overwhelmed. It has got attention of the world. (Covid-19 in India, 2021)

Results

There is no doubt that through comparative and qualitative content analysis, findings show that governments in the different countries have taken different approaches towards managing a real human catastrophe. Overall, governments had to show action (whether negative or positive) against a truly uncertain and very complex situation. What cannot be, in any way, overseen, is the real negative and dramatic impact that the pandemic has had on the populations from a political, economic and social perspective.

In general, government authorities in the geographic areas of the countries under analysis tend to be more reactive than proactive. This is due to the lack of infrastructure, scarce resources, and training capacities. Therefore, their actions and decisions should be transparently measured to set medium and stretch goals for improvement purposes. It is then, highly recommendable that lessons learnt from this pandemic should be clearly identified and assessed, so that improvement dashboards are put in place and implemented with fixed dates of accomplishments to face future crises of this sort. Although hard to recognized, governments should clearly communicate to their population the results of their actions, what has really worked and what has failed.

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Results of this research show that there has been, in one way or other, a clear "populist" approach taken by the governments of Argentina, Brazil and India to manage the pandemic. Whether right or left winged, such governments have tended to use manage pandemic data and numbers, as well as the release of official information for political purposes. In these countries, governments have either deliberately reduced the importance of the pandemic like in the case of Brazil, or there were frequent public declarations that the situation was under control like in Argentina and India, while the number of casualties continued to strongly increase, and second and third waves of the disease were causing schools to close, businesses shutdowns and unemployment levels to rise. Transparency in their actions and decisions was sometimes doubtful, sometimes not even complying with WHO guidelines like in the case of Turkey. In the meantime, there was also a political use of vaccination campaigns like in the case of Argentina, where worldwide best in class vaccines were rejected for ideological reasons creating huge uncertainties in the population. These decisions and unreliable communication negatively impacted on the hope of the low and middle classes who were losing their jobs and seen their patrons and employers close their businesses. In the case of Pakistan, it seems that the smart lockdown (hot spot) instead of complete long-term lockdowns (i.e. Argentina), as well as social welfare programs have caused to reduce negative impacts on the low-income Pakistani population both on the economic and social areas. However, the real fiscal and financial impact of such programs, the level of recovery of the Pakistani economy, the initial bump-up of the manufacturing businesses (i.e. textiles) and employment to pre-pandemic times, still remain to be assessed, in particular because of the new waves of the pandemic, and the recent different covid-19 strains which have followed the original one, namely delta and omicron. These strains will require new and innovative actions by the different governments of the countries under analysis.

Conclusions

Based on the results of the research, there is no question at all that the Covid-19 pandemic has dramatically impacted the world and has changed people's lives forever. It can be concluded that the governments of the countries -Argentina, Brazil, India, Pakistan, and Turkey-, they have taken reactive pandemic decisions on isolation, according to their own conveniences, and most of them trying to get political advantages out of the very complex situation they had to face. There was neither consultation nor alignment with countries belonging to the same geographical blocks as to the closure of borders (i.e., Argentina and Brazil). Not even the implementation of certain formal coordination efforts (i.e., India and Pakistan) Applying the concept of institutional logics that was addressed on the Theoretical Background section, no country fully reached the Community Institutional Logic.

For the reasons indicated above, it would have been wise to think about the implementation of a pan-coordination action involving at least geographical regions with common-goal policies. There is also a strong value in pan-coordination efforts with the purpose of putting in place uniform strategies. With pan-coordination plans, countries would be compelled to accelerate the overall speed of reaction to face a pandemic crisis and emergency situations, participate of inter-country medical aid programs, facilitate the purchasing and/or exchange of medical infrastructure and staff, implement benchmarking processes to identify worldwide best-in-class practices, design and deploy real risk mapping initiatives, and most importantly, mitigate the harmful economic and social effects of a pandemic, especially in the low-income sectors of the population. The above conclusions could give rise to further topics which will surely deserve further scholar research.

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RESEARCH ARTICLE

The Impact of Social Media on Children's Consumption: Instagram Example

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Abstract

The purpose of this study is to look into the effect of parents who frequently post on Instagram, one of the most popular social media platforms, on their children's awareness of consumption. This study will employ a case study, which is a type of qualitative research. The research's participants comprises 20 volunteer mothers with children aged between 5 and 13 who regularly post on their Instagram accounts. Due to the COVID-19 pandemic, it was conducted using Google Meet with the participants that make up the research's study group. An interview form with three questions to determine the demographic characteristics of the study group and eight semi-structured open-ended questions to determine the views of parents who frequently share on their Instagram account on their children's consumption understanding was used as the research's data collection tool. The data were analyzed using the MAXQDA 2018 Program's descriptive analysis technique. It is believed that the findings of the study will aid in the understanding of the trend created by child Instagram users, one of the social media accounts that has a significant impact on the structure and weight of the changing cultural structure socialization agents.

Keywords: *Child Consumer, Child State Of Consumption, Instagram, Social Media.*

Öz

Araştırmanın amacı, günümüzdeki popüler sosyal medya platformlarından biri olan Instagram hesabında sıklıkla paylaşım yapan ebeveynlerin çocuklarının tüketim anlayışlarındaki etkisinin incelenmesidir. Araştırmanın amacına yönelik olarak, nitel araştırma yöntemlerinden durum çalışması kullanılacaktır. Araştırmanın çalışma grubu 5 ve 13 yaş arası çocuğu olan ve Instragram hesabında sıkça paylaşım yapan 20 gönüllü anneden oluşmaktadır. Araştırmanın çalışma grubunu oluşturan katılımcılarla COVID-19 pandemisi nedeniyle Google Meet üzerinden yapılmıştır. Araştırmanın veri toplama aracı olarak araştırmanın çalışma grubunun demografik özelliklerini belirlemeye yönelik 3 soru ve Instagram hesabında sıklıkla paylaşım yapan ebeveynlerin çocuklarının tüketim anlayışlarındaki etkisine ilişkin görüşlerinin belirlenmesine yönelik 8 yarı yapılandırılmış açık uçlu sorudan oluşan görüşme formu kullanılmıştır. Veriler MAXQDA 2018 Programı ile betimsel analiz tekniği kullanılarak analiz edilmiştir. Araştırma sonuçlarının değişen kültürel yapı sosyalleşme aracılarının yapısını ve ağırlıklarını büyük ölçüde etkileyen sosyal medya hesaplarından biri olan Instagram'ın çocuk tüketicilerde oluşturduğu eğilimi anlama konusunda önemli olduğu düşünülmektedir.

Anahtar Kelimeler: *Çocuk Tüketici, Tüketimin Çocuk Hali, Instagram, Sosyal Medya.*

Introduction

The family, which is the smallest social unit, serves as a cultural school for the entire community. Because of cultural values, men and women work together to build a home, which they then share with their children. Children's social roles are shaped by the structure of their families. The child develops concurrently as an individual, a social group member and a consumer, depending on the developmental characteristics of the family into which he or she was born. Humanity's most essential institution, the family cocoon, is actually a key unit in the process of bringing people into society (Dağlı and Hacıbektaşoğlu, 2015, p.193).

The continuity of the family is ensured by both biological and social functions. The continuity of the generation is linked to organic functions, such as love, economy, security and spousal unity (Haralambos & Holborn, 2008; Oktik, 2013). As a social group in terms of relationships among its members, an economy, a social institution with rules to meet the expectations of its members, the family has two important features in marketing science (Bayraktar and Uçkaç, 2015, p.214). Two things can be said about it: first, it is a major social influence on consumer behavior and second, it functions as a consumption unit in and of itself. As a result, the family is a significant decision-making unit when it comes to purchasing goods and services. Other family members are involved in the decision-making process, even if the product is purchased to meet a specific family member's needs.

In the past, family purchases were thought to be made solely by the parents, but this has changed. Due to changes in family structure and marketing, the role of children in these decisions has become a topic of debate. As a result of technological advancements, today's children are capable of making their own decisions and choices. Consequently, they are a sought-after market for businesses. McDonald's toys on children's menus, game rooms in large shopping malls, the popularity of Barbie & Pokemon and prominent corporations in the children's clothing industry all serve as examples of the extent of this enormous industry. According to Pembecioglu (2013), today every family spends between 25 and 40 percent of its budget on a child-centered basis. It's no longer about which biscuit you ate, but rather the brand of car you're driving or the type of computer you're using. Today, the impact of children on consumption is not a one-way interaction consisting of yelling at the supermarket, but rather a two-way interaction between parents and children, which is sometimes conflicting and other times cooperative (Gram, 2015). Children today are not just consumers who have an opinion on how much junk food they want and occasionally disagree with their parents; they are also collaborators who pick up their tablet when we say we need a holiday and search for hotels and destinations (Südaş Doğan and Loge, 2015, p.311).

Children's role in family decisions is examined under a variety of names in the literature. However, while Berey and Pollay (1968) referred to the role of this contribution as a 'effect,' other researchers disagreed (Caruana and Vassallo, 2003; Kaur and Singh, 2006). Ward and Wackman (1972) referred to this as a "effect attempt." According to Foxman, Beatty and Talpade (1989), the "perception of relative effect" approach was used (El Aoud and Neeley, 2008). Children's ability to perform this function is growing every day, despite the fact that different titles are preferred.

It's difficult to listen to discussions about the changes brought about by new communication technologies in the physical and social world without recognizing how these changes affect children. While some say that youngsters are swept away by the magic of the digital world, others assert that in this realm of social contact, they develop into individuals capable of democratic and efficient communication and learning (Buckingham, 2006, p.76-77; Kılınç and Kılınç, 2014, p.12). Postman (1995), who claimed that the new information environment has demolished childhood, emphasized that, due to the miracle of symbols and electronic devices, children know everything that any adult knows and that the behavior, language, attitudes and desires of adults and children are becoming increasingly similar and indistinguishable (Akdağ and Yayalar, 2017, p.87).

Since the end of the twentieth century, technological devices used at home as a result of technological advancements have exploded in front of children, making them almost specialized. The new generation's area of expertise is, on the one hand, racing training, and, on the other, new technological devices that are becoming increasingly complex. With access to a wide range of information and technological enrichment, children's worlds become more complex and they are exposed to more stimuli. Children can become emotionally disturbed in this stimulating, oppressive and high-expectation world (Oktik, 2013, p.299). The relationship between traditional mass media and children has temporal and spatial limitations. New technologies, on the other hand, do not have these limitations. Children in this new world, which cannot be contained, are confronted with the multipliers of the old media's negative effects. It is accused of turning them antisocial and destroying normal relationships and family life; it is claimed that it surrounds itself with inappropriate and violent images, shaping generations who have acquired a consumer culture in this way (Kılınç and Kılınç, 2014, p.16-17). The detrimental impacts of technology, particularly the internet, are especially devastating to youngsters. As a result, one of the primary goals should be to control their internet interactions and prevent them from being exposed to negative consequences.

The purpose of this study is to evaluate the effect of parents who frequently post on Instagram, one of the most popular social media platforms, on their children's awareness of consumption. The results of the study are believed to be an extremely relevant and worthwhile subject in the context of how consuming seeds are planted culturally from childhood on social media, which is one of the most popular channels among children and young people.

Literature Review

Marketers' promotion and distribution operations have fundamentally changed as social media has evolved into a platform that expands and matures with each passing day, culminating in the emergence of a new business known as social media marketing. Consumers on social media are unlike any previous type of consumer to date, as they are more involved and responsive than ever before. Thanks to this new platform, businesses will be able to advertise their brands more swiftly, contact customers more quickly and receive speedier feedback. From the moment they open their eyes to the world until they reach adolescence, when they become adults, children have come a long way towards being adult consumers. Cognitive processes that develop with age and the current generation are quite significant in this process. The child's awareness, attitude and interest in consumption, purchasing, branding and advertisements are shaped by this situation. In addition, the child's consuming journey is shaped by his or her interactions with his or her environment, particularly family. As a result, being a consumer isn't a journey that can be characterized solely in terms of age or generation. As a social being, the individual's engagement with the outside world is an important aspect of this process and diverse actors participate in these interactions.

Experts discuss the growth of a target audience in the virtual world, while businesses focus on reaching out to young people online. According to the most recent data, children currently account for 40% of internet users in Turkey (Ünlükaya, Savaş and Sucu, 2021). While most sites that have succeeded in winning the hearts of children throughout the world have sold for hundreds of millions of dollars, the Turkish marketing sector is only now discovering this "huge" market generated by the "small people". The 13-15 age group accounts for 9% of total internet users in Turkey, according to TUIK's Report on the Use of Information Technologies in Households. The percentage of children under the age of 13 who use the internet is 6.5%. The internet is now the most popular media tool among children. The number of children who use the Internet is estimated to be between 6 and 8 million (IP Magazine, 2009, p.36; cited in Karaca and Bozyiğit, 2015; Aklaş et al., 2010). Kara (2013, p.28) likens social media to a platform which is the inspiration of the ancient agora that modernized with today's architecture, where many restaurants, newsstands, libraries, game halls, banks and shopping centers are located and people of all ages and nationalities gather and chat in one corner and to a lively and crowded city square where hobbies can be exhibited and shared. Although this crowded city square is closed to children from numerous directions, its vibrant and colorful nature may tempt children to disregard the bans and wander around. It has been explored in the following sub-headings in the context of the pertinent literature and the research's objective.

What Technology Has Added to Our Lives, What Has It Taken From Our Lives?

In any effort that characterizes the 21st century, the weight of technology comes to the fore. On the one hand, technology provides humanity with conveniences it has never experienced before and on the other hand, it introduces a new type of human communication. When changes have unintended repercussions, the debate over whether the threat is posed by technology or the user begins. Pembecioğlu (2013) asserts that technology can result in addiction and other harmful repercussions. When we examine how people spend their time nowadays, we notice that a significant percentage (53%) of it is spent in a passive listening environment. We devote an increasing proportion of our daily time to reading (17%), conversing (16%), and nearly never writing (14%). One could even argue that yesterday's audience evolved into today's audience. We know that listening or following constantly results in a variety of issues that impair or inhibit the performance of the brain's other activities. The habit of 'listening to others,' which begins when people awake and turn on their radio, television, computer, or cell phone, and their subsequent tendency to position themselves based on the information they have just acquired, can cause them to lose track of who they are, what they are doing, and where they are going. This means that our environments and options for self-expression are severely limited in today's world. We exist by continually thinking, hearing, imitating, and converting ourselves into others. If we do not create shared situations in which we may listen and express ourselves, as well as time periods for self-discovery, we will quickly find ourselves surrounded by persons with whom we have communicated and interacted.

Milberry (2010, p.50) explains how technology has generated both respect and fear from the beginning of modernity. On the one hand, technology is humanity's victory over nature and on the other, it is humanity's approaching death. It's difficult to come to a conclusion on this controversial subject, perhaps because the technology isn't yet mature, just as it's difficult to remain neutral or take sides in talks about it. However, it is undeniable that technology brings about significant changes in the physical and social environment (Kılınç and Kılınç, 2014, p.11). The internet is possibly the greatest revolutionary technical invention in human life. The introduction of the Internet into our life, as well as production and consumption relations, interpersonal communication and the development of culture, have all had an impact on different scenarios. The internet has entered every aspect of life. The availability of services such as gaming, e-mail, video conferencing, chat rooms and social networks, as well as the rapid transfer of information, photos, images, news, text and data, make internet technology important for our age. However, the disadvantages of this technology include misinformation (information distortion), information pollution and repetition, forgery, piracy and illegal online transactions (Fuchs, 2013, p.1; Kırık, 2014, p.339). Despite its problems, the internet allows for the reconfiguration of the communication field and the construction of an artificial world based on interaction (Kırık, 2014, p.339). In this aspect, Sartorf's opinions on modern technology are notable. According to Sartorf, the comfort of the digital era is comparable to the comfort of drugs. The virtual world provides services and applications to people of all ages and walks of life, including website navigation, mutual games and anonymous identities. By breaking away from the reality they live in, society becomes a part of the virtual world (Kırık, 2014, p.341). Since the Internet is a human-controlled environment, it is up to us to alter its effects on our lives. The Internet is a tool and environment that supports everyday applications as well as a tool that makes a difference by interacting with the rest of the world. The content is permanent, reproducible, collaborative, scalable and researchable (Boyd, 2014; cited in Livingstone and Yurdakul Kabakçı,

2017) due to features like distributed, common, interactive and instant network exchanges (Lievrouw and Livingstone, 2009; Livingstone and Yurdakul Kabakçı, 2017, p.23). Therefore, the internet restructures both daily interactions and the functioning of the organizations and the environment in which we operate and the positive or negative effects of the internet are experienced, as always, by people of flesh and blood in certain geographies (Livingstone and Yurdakul Kabakçı, 2017, p.23).

Social Media Use in Children: Let's Put It On Instagram Now!

All of the online tools and networks that registered users share and engage with in line with their knowledge, opinions and interests make up social media, which is shaped by websites and applications that allow users to produce and share content and establish social relationships. Blogs, social networking sites, social signage sites, forums, podcasts, online chat environments, e-mail chains, virtual worlds, wikis and microblogs are examples of interactive, easy-to-use and open-to-participation communication environments on the internet (Onat, 2010; cited in Köroğlu, 2015, p.271). We can list the main features of social media as follows (Mavnacıoğlu, 2009, p.64; cited in Kırık, 2014, p.340):

- Users can share and exchange views without any time and place restrictions.
- Communication takes place not within certain rules, but in a more sincere environment.
- User-generated content can also be shared via mobile media.
- Users can follow their friends and social circle through social networks and can comment on shared content.
- Social media can sometimes turn into a source of disinformation by providing information pollution.
- Users fall into the situation of both following and being followed on social media and privacy can be damaged.

One of the most significant developments brought about by social media has been in the marketing field. Since social media has evolved into a platform that grows and matures with each passing day, marketers' promotion and distribution activities have fundamentally changed, resulting in the formation of a new industry known as social media marketing. The social media consumer is unlike any other type of consumer to date, being more engaged and responsive than before. Businesses will be able to quickly promote their brands, contact consumers more quickly and receive faster feedback thanks to this new platform.

Experts discuss the growth of a target audience in the virtual world, while businesses focus on reaching out to young people online. According to the most recent data, children currently account for 40% of internet users in Turkey. While most sites have succeeded in winning the hearts of children throughout the world have sold for hundreds of millions of dollars, the Turkish marketing sector is only now discovering this "huge" market generated by the "small people." The 13-15 age group accounts for 9% of total internet users in Turkey, according to TUIK's Report on the Use of Information Technologies in Households. The percentage of children under the age of 13 who use the internet is 6.5%. The internet is now the most popular media tool among children. The number of children who use the Internet is estimated to be between 6 and 8 million (IP Magazine, 2009, p.36; Karaca and Bozyiğit, 2015; Aklaş, Akyol Çekiç, Akyol, 2010). Kara (2013, p.28) compares social media to an inspired ancient agora modernized with contemporary architecture, where numerous restaurants, newsstands, libraries, game halls, banks, and shopping centers are located and people of all ages and nationalities congregate and chat in one corner, as well as to a bustling and crowded city square where hobbies can be displayed and shared. Although this crowded city square is closed to children from numerous directions, its vibrant and colorful nature may tempt children to disregard the bans and wander around.

Method

Research Model

A case study, which is one of the qualitative research designs, was used for this study. Case studies are studies that evaluate an event or situation from several viewpoints in order to comprehend it. More thorough information on the situation can be obtained by evaluating the situation and attitudes of people having different roles in the same event (Bogdan & Biklen, 1998).

A holistic (multiple) case study was used in the scope of the research, as answers were sought in different situations with the same research questions on the effect of parents' views on their children's consumption understanding, who frequently post on Instagram, one of today's most popular social media platforms. A holistic case study is a research model that uses multiple similar situations to clarify and generalize the results.

Study Group of the Research

According to Babbie (2007, p.15), the research study group stated that in order to get general consumer insight in focus group interviews, studies should include the opinions of at least 12 participants. Homogeneous sampling, one of the purposive sample methods, was used to determine the study group. Similar individuals, groups, events, or institutions are used in homogenous sampling in cases where a detailed examination is required and it is often chosen to form a subgroup that includes similar individuals (Patton, 2002, p.87). In other words, the participants chosen for the sample share the same feature and those who do not share these features is excluded from the sample (Yıldırım and Şimşek, 2018, p.254). The common feature of the participants selected by the homogeneous sampling method of the study consists of 20 volunteer mothers who have children aged between 5 and 13 and frequently share on their Instagram account. The focus groups of the research were determined to be equal and balanced according to the age and educational status of the participants. In other words, within the scope of the purpose of the research, age groups and educational status were taken into consideration in determining the focus groups.

Participants forming the study group of the research were specified as P1, P2, .., P20. The demographic characteristics of the participants who make up the study group of the research are given in Table 1.

Table 1. Demographic characteristics of the study group of the research.

Demographic Characteristics		Frequency (f)	Percentage (%)
Gender	Woman	20	%100
Age groups	Between 30-39	12	%60
	Between 40-49	8	%40
Educational status	Bachelor Degree	8	%40
	Master's Degree	8	%40
	Doctorate	4	%20
Total		20	%100

Data Collection Tool

As the research's data collection tool, a literature review is done to determine the interview questions (Malik and Wojdynski, 2014; Opree et al., 2014; Gentina et al., 2016), which included the opinions of parents who frequently share on Instagram, one of today's most popular social media platforms, on the impact of their children on their consumption understanding, as well as the necessary corrections based on the opinions of field experts. In this sense, an interview form with 3 questions to determine the demographic characteristics of the study group (gender, age and education level) and 8 semi-structured open-ended questions about the effect of parents who frequently post on Instagram on their children's consumption understanding was used as the research's data collection tool. Semi-structured open-ended questions asked within the scope of the research are given below:

1. What does it mean to you to post on your Instagram account?
2. How do you associate social media with consumer society?
3. Can you talk about the aspects of social media that affect the consumption behavior of individuals?
4. Which metaphor (adjective, abstraction, symbol, sign, etc.) does that rivalry conjure up for you?
5. How do you think the posts on Instagram make a difference in your child's perception?

6. Do you follow the parents of your child's friends' children on social media?
a. (If yes, how does your child react to you when he/she sees anything new in his/her friend's Instagram posts?) Can you talk about it?
7. What are the most significant consequences of social media on children's consumption, in your opinion?
8. Is your child interested in posting a photo of himself/herself with a new thing (e.g. new clothes) on Instagram?
b. If yes, what perception do you think such Instagram posts create on your child's mind (such as purchasing, consumption)?

Data Collection

The information was collected through a focus group interview technique. Focus group interviews are a straightforward and quick technique of collecting data from multiple people in the presence of a face-to-face moderator. Furthermore, group dynamics provide data and group interaction comes to the fore in focus group views (Balcı, 2011, p.87). Focus group interviews are most commonly used in the field of marketing, according to Marshall (2006: 124). As a result, the focus group interview technique was chosen for data collecting. Due to the COVID-19 pandemic, however, focus group discussions were held via Google Meet in December 2021. In addition, the researcher conducting the interview obtained informed consent from the participants prior to the start of the interview. Due to the literature's suggestion that focus group interviews should last at least an hour and no more than two hours, the duration of each group interview in this study varied between 100 and 120 minutes. Given the group size of 20, and the literature's recommendation of at least 5 minutes for each interviewee, it was determined that this amount of time would be sufficient for each interview to accomplish its aim. However, it was determined that this time period was insufficient to thoroughly analyze and open the subject. As a result, the first focus group (10 participants) and the second focus group (10 participants) each had two independent interviews lasting around 90 minutes and 120 minutes. This enabled us to meet with focus group participants for a longer period of time overall, without being dull, and in a more encouraging manner.

The Role of the Researcher

From the conception of the study to its realization and reporting, the researcher claims to follow scientific ethical principles. However, efforts have been made to meet the sensitivity that qualitative research requires.

Analysis of Data

The data collected in the study was analyzed using content analysis and descriptive analysis. The purpose of this analysis is to use the information collected to obtain concepts within the research's scope. As a result, it organizes and analyzes similar data within the context of specific concepts and themes in a way that the reader can understand (Yıldırım and Şimşek, 2018, p.107).

The purpose of using the MAXQDA 2018 Program in the research data analysis is to ensure the reliability of the data obtained from the research and to create descriptive themes by grouping the codes obtained within the scope of the research according to their similarities and differences and grouping them in a hierarchical structure. The definitions and meanings of the grouped codes were included in the themes for each group. In addition, new interpretative structures and explanations were developed in the context of the problems addressed within the scope of the research, in addition to the themes created by using the theoretical framework in the relevant literature. As a result, descriptive themes derived from the inductive analysis were used.

Findings

The views of the participants about what sharing on their Instagram accounts means for them are given in Table 2.

Table 2. What sharing on their instagram accounts means for the participants.

		Frequency (f)
What sharing on instagram accounts means	Instant emotion sharing	1
	A feeling of connectedness to the world	1
	Following the posts of immediate environment and families	3
	Following current events	1
	The feeling of making advertisement	1
	Sharing on special days	3
	Sharing photos with friends that you like	1
	Those who have no expression for the sharing on Instagram	3
	Those who use nstagram for business purposes	1
	Giving a feeling of happiness	1
	Enjoying	1
	Feeling of admiration by others	1
	Having fun and enjoyable time	4
	The feeling of presence	1
	The feeling of having fun and pleasant time before	1
	Getting bored over time	1
	Social responsibility sharing	1
	Sharing according to ambitions	1
	Lifestyle	1
	Communication	1
	Being followed and liked by others	1
	Self expression tool	1
Total		31

According to Table 2, the participants' opinions on what sharing on their Instagram accounts means to them were evaluated as one category in terms of function and concept when taken as a whole. This Is What Instagram Accounts Mean For Them (31). According to the themes found in this category, we can say that Instagram is a way to show people's daily lives in the most real way possible.

The opinions of the participants about the relationship between social media and consumer society are given in Table 3.

Table 3. The relationship of participants between social media and consumer society.

		Frequency (f)
The relationship between social media and consumer society	Having parallel concepts	1
	Having a directly proportional relationship	1
	Smartphone usage frequency	2
	The desire to be constantly on social media	2
	Interpersonal interaction over the internet	1
	The impact of influencers on consumer behavior	5
	The effect of social media ads on online purchasing	12
	Following social media accounts for interests leads to unnecessary consumption	10
Total		34

According to Table 3., when the opinions of the participants about the relations between social media and consumer society are considered as a whole, they are evaluated as 1 category in terms of function and concept. This is What Posting on Instagram Accounts Means (34). People learn about how to buy things and what to do with the help of their families, friends, and the media, as well as other people who have a lot of power. They use social media to help them do this.

The opinions of the participants about the aspects of social media that affect the consumption behaviors of individuals are given in Table 4.

Table 4. Aspects of social media affecting consumer behaviors of individuals.

		Frequency (f)
Aspects of social media affecting consumer behaviors of individuals	Being influenced by the posts of immediate environment and reference groups	4
	Being influenced by the posts of interested accounts	10
	Being influenced by social media ads	7
	Feeling of belonging to the society	4
	Consumer purchasing behavior characteristics of generation Z	2
	Feeling of saturation	3
	Desire to spend money	1
Total		31

When the opinions of the participants about the aspects of social media that affect individual consumption behaviors are regarded as a whole, they are evaluated as 1 category in terms of function and concept, according to Table 4. This is the Aspects of Social Media Affecting Individual Consumer Behaviors (31). According to the themes identified in this category, it can be concluded that when participants make consumption decisions, their attitudes, abilities and knowledge are influenced by factors that have an indirect relationship with social media and consumption.

The opinions of the participants about the metaphor (adjective, abstract concept, symbol, sign, etc.) that they evoke according to their perceptions of the child version of consumption are given in Table 5.

Table 5. The metaphor related to the perceptions of the child version of consumption by the participants (adjective, abstract concept, symbol, sign etc.).

		Frequency (f)
The metaphor that related to consumption according to perceptions of child version	Alarm clock	1
	Never-ending shopping	1
	Insatiable children	1
	The feeling of existence when buying	1
	Popular toys	5
	Kite tail	1
	Garbage can	1
	Race / run	1
	Trip	1
	Wannabe	1
	Popular brand	2
	Credit card	1
	Bad fairy tale character	1
	Money	1
	Popularly used concepts	1
Total		20

According to Table 5, the participants' opinions of the metaphor (adjective, abstract concept, symbol, sign, etc.) that consumption evokes based on their perceptions of the child state were evaluated as one category in terms of function and concept when taken as a whole. This is the Metaphor That Related to Consumption According to Perceptions of Child Version (20). According to the themes that emerged, it can be concluded that the participants are concerned about the increasing materialistic nature of today's children. This is due to the fact that children have come a long way towards becoming an adult consumer in the process, which begins when they first open their eyes to the world and continues until adolescence, when the consumption of participants is geared towards the role of a child.

The opinions of the participants about the difference that Instagram posts make in their children's perception are given in Table 6.

Table 6. Opinions of participants on the difference that instagram posts make in their children's perceptions.

		Frequency (f)
The difference that instagram posts make in children's perceptions	The feeling of belonging to the environment with the number of followers and shares	1
	The effect of influencers on children's consumer behaviors	7
	Children's negative effects on body image	3
	Negative effects on children's psychology	4
	Those whose children do not have a social media account	3
	Continuous consumption demand	5
	Feeling of dissatisfaction	5
	Greed for competition	4
	Feeling of jealousy	1
	Frequency of children using smartphones	1
	Children's following of their immediate environment and reference groups	3
	Those who haven't have a negative effect on their children's perceptions of sharing on instagram	4
Total		37

In terms of function and concept, the opinions of the participants about the impact that Instagram posts make in their children's perception as a whole was evaluated as 1 category in Table 6. This is the Difference (37) Created in the Perception of Children's Posts on Instagram. Following the themes identified, it can be concluded that because Instagram is a popular application that will result in children imitating celebrities, it is also an appropriate environment for the use of celebrities for advertising purposes, resulting in negative perceptions of children.

The status of whether or not the children of the participants follow the accounts of their friends' parents together is given in Table 7.

Table 7. Whether or not the children of the participants follow their friends' parents accounts together.

		Frequency (f)
Status of whether or not the children of the participants follow their friends' parents accounts together	Those who do not follow	16
	Those who follow	4
Total		20

According to Table 7., according to whether the children of the participants follow their friends' parents accounts together, 16 of them do not follow, while 4 of them follow. Additionally, 8 of those participants who do not follow, stated that they only follow them in person.

The opinions of the participants' children, who follow the accounts of their friends' parents together, about their children's reactions to themselves after seeing something new on their friends' Instagram accounts are given in Table 8.

Table 8. The reactions of children of the participants to their parents after seeing something new on their friends' ınstagram account.

		Frequency (f)
Reactions of children of the participants to their parents after seeing something new in their friends' instagram account	Those who haven't experienced	1
	Children's influence on consumer purchasing behaviors	3
	Peer interaction/communication	3
Total		7

According to Table 8., when the opinions of the participants' children, who follow the accounts of their friends' parents together, about their children's reactions to them after seeing something new in the Instagram accounts of their friends, are evaluated as 1 category in terms of function and concept. This is Children's Reactions (7) After Seeing Something New in Their Friends' Instagram Account Posts. According to the themes identified, it can be concluded that one of the most important determinants of children's materialistic tendencies is their relationships with their peers. According to this finding, peers are the most important socialization actors after the family, which can be explained as follows:

The opinions of the participants about the most important effects of social media on child consumption are given in Table 9. When the participants' opinions on the most important effects of social media on children's consumption are regarded as a whole, they are evaluated as 1 category in terms of function and concept, according to Table 9. This is the Most Important Effects of Social Media on Child Consumption (28).

Table 9. Opinions of the participants about the most ımportant effects of social media on child consumption.

		Frequency (f)
Most important effects of social media on child consumption	The belief that money exists to spend in terms of consumption	2
	Desire to earn more money	2
	Desire for wannabe	2
	Purchase desire for everything seen on social media	3
	Finding the searched product and product diversity in social media marketing	1
	Preparing children to become members of the consumer society	6
	The effect of social media ads on online purchasing	4
	The negative effects of children's consumption desires on their psychology	4
	The effect of social media posts on parents' purchasing	1
	Those whose children do not have a social media account	1
	Those who buy products through social media accounts they follow for their children	1
	The effect on children's socialization with peer groups	1
Total		28

When the participants' opinions on the most important effects of social media on children's consumption are regarded as a whole, they are evaluated as 1 category in terms of function and concept, according to Table 9. This is the Most Important Effects of Social Media on Child Consumption (28). According to the themes identified, children are constantly on the lookout for people in their environment who they aspire to 'be like.' Role modeling, which manifests itself primarily through play and imitation in childhood, is shaped by the influence of the media, as well as by the influence of family, school and friend circles, particularly during critical periods of social growth and development. This is precisely where Instagram encourages children to imitate and identify with other people. Following this identification, it is possible that the child will develop a desire to own the material goods he or she sees in the media, to live in houses as large and as beautiful as those he or she sees there and to live in the same level of comfort as they do.

The status of the participants' desire to share the photo of their children on Instagram when a new thing was bought for them is given in Table 10.

Table 10. The status of the participants' desire to share the photo of their children on instagram with a new thing.

		Frequency (f)
Status of the participants' desire to share the photo of their children on instagram with a new thing	Those who want to share on instagram	9
	Those who do not want to share on instagram	11
Total		20

In Table 10, according to the participants' desire to share the photo on Instagram of their children when they bought a new thing, 9 of them want to share their child on Instagram, while 11 of them don't want to share on Instagram.

The perception created by the participants who want to share the photo of their children on Instagram when a new thing is bought for them is given in Table 11.

Table 11. The perception created by the participants who want to share the photo of their children on instagram when a new thing is bought for them.

		Frequency (f)
Perception created by the participants, who want to share on instagram, on the children	Triggering the purchasing impulse of the viewers	2
	Desire to share with and be liked by the immediate environment and friend group	3
	Product variety	1
	Directing of social interest shares to non-necessary consumption	3
Total		9

In Table 11., the opinions of the participants about perception created by the those who want to share the photo of their children on Instagram when a new thing is bought for them are evaluated as 1 category in terms of function and concept. This is the Perception Created by The Participants, Who Want to Share On Instagram, On The Children (9). It can be concluded from the themes discovered that the posts presented on Instagram cause children to exhibit some negative tendencies and cause a distinct identity perception between who they are and what they do to encourage children's materialistic tendencies.

Discussion and Conclusion

As an exaggerated presentation area of private life, social media is a surreal world, as well as a virtual environment where private spaces are shared and of both children and adults. Since social media provides a sense of belonging to a public space, this feeling is also experienced in private spaces and extends to private interactions. The audience's envy is revealed by sharing what happened in the private space. In particular, presenting a place visited, a purchased gift, a newly bought product to followers/viewers on social media can create a desire to own it on the other side (Çöteli, 2017). Social media has become a playground where businesses develop ways to attract children to build product and brand loyalty in the new media, which is continuously changing form according to global market conditions. Today's children are born into, grow up in, and socialize in a digital culture. Therefore, the commercialization of areas that are said to be aimed at children in the new media makes it vital to examine children's websites in terms of consumption culture (Akdağ and Yayalar, 2017). How cultural consumption seeds are sowed from childhood on the Internet, one of the most popular channels for children and adolescents, is surely a major and worthwhile issue to investigate. The purpose of this research is to determine the effect of parents who frequently post on Instagram, one of the most popular social media sites, on their children's awareness of consumption.

Consumption messages processed through social media accounts serve to teach children and young people how to be 'consumer citizens,' and not only to sell products, such as socializing or displaying newly purchased items (Grioux and Pollock, 2011, p.73-74; cited in Akdağ and Yayalar, 2017, p.86). The relationship to be established between the virtual and the reality has traces of the deep alienation peculiar to the capitalist mode of production. (Grioux and Pollock, 2011, p.73-74; cited in Akdağ and Yayalar, 2017, p.86). The relationship that should be created between the virtual and the real bears the hallmarks of the capitalist mode of production's profound alienation. Design, in which almost all content has indirect components that contribute to enjoyment or consumption, converts physical encounters into virtual ones (Kılınç and Kılınç, 2014, p.16). These results confirmed previous findings of the effect of Instagram posts on parents' perceptions of their children. As a result, these consumption habits that have become games are very likely to lead to overconsumption, especially among children who are unable to connect with marketing.

With the motivational power of social media, adopting a popular culture that guides consumption habits has taken on a new form. It evolves towards shares from friend lists as a result of the manner of emulating through ads that work on celebrities or models. The urge to own what he/she sees is especially strong in school-aged children, whose money perception is still developing. Furthermore, the child is prepared for life as a member of the new mass society as an observer and follower. Individuals learn all knowledge and opinions through the mass media and establish their social ties through this organization, according to the organizational form of the mass media. Even though social media, as a new type of mass communication, provides an electronic democracy environment, the form of mass society that traditional mass media has pushed on individuals for many years has yet to be understood. Even the shared posts don't go beyond the information produced and shared by thousands of people who approved (Çöteli, 2017, p.61). Individuals are urged to remain constantly online and in contact with friends via social networking sites as these platforms gain popularity. On the internet, social interactions and information sharing are at an all-time high. Thanks to social media, users may rapidly access the experiences and opinions of others, as well as generate content for others to benefit from. The internet has the potential to affect consumer behavior as a new and unconventional channel influencing consumer socialization. Both the consumer's decision-making process and marketing methods have evolved as a result of the rise of social networks (Wang, Yu and Wei, 2012; Südaş Doğan and Loge, 2015, p.310). With each passing day, these platforms become more commercialized, making their advertising methods more innovative and putting children at risk. The juice bottle on a celebrity's table that is seen on Instagram can quickly draw the child's attention and make him/he ask why he/she is standing there. The fact that the same celebrity emphasized the juice's benefits during the video chat further adds to the confusion. Since this account is the private account of that celebrity, where he/she shares all the details of his/her private life and that he/she is advertising on this platform is perhaps the last expected possibility. These results confirm the results of the participants' relations between social media and the consumption society and the aspects of social media that affect the consumption behaviors of individuals in the research.

One of the most significant effects of social media on child consumption is the alteration of peer socialization. Research results show that children communicate most with their peers on social media. For this reason, children learn about the products and brands their peers use, which products they approve and which ones they reject, through social media. Thus, word of mouth marketing effect is created in social media environments and consumption patterns of peers are transferred to each other. Therefore, consumption is valuable when it produces a result that can be shared with peers on social media.

Since they allow for faster and ongoing connectivity, digital devices play a crucial role in facilitating social interaction. Children keep in touch with one another through social media. It is essential for children to interact on social media. This concept of needs shows that children's cultural consumption and identities are closely intertwined. Children believe that they should consume technology in order to exist in both the analog and digital worlds and to be someone both within and outside of the school. This need is reignited and fed by marketing for businesses that provide faster speeds and connections, as well as more functional and self-confident products (Pini, Musanli, & Pargman, 2014, p.69). Thanks to these advertising and other marketing activities, the desire to be a technology user evolve into a desire for a product. For example, a child watching a Youtube video about the Elsa character he/she loves may come across an advertisement for Özdilek's licensed bedding with the Elsa character on it. Moreover, the same advertisement can appear on all social media platforms that the child is exposed to. These results confirm the perceptions of those who want to share their children's photos on Instagram when a new thing is bought for them. In this case, the child may be gravitated by the images he/she sees and fall into the misconception that he/she needs the related product.

The relationship between children's exposure to social media and their purchasing and consumption behaviors has been studied in the literature. Akdağ and Yavalar (2017) studied how consumption ideology is conveyed and distributed through content aimed at children on a prominent new media website. The Tipeez Child and Youth Portal, which has over two million members and is published in six countries under the name Tweege, has been chosen. Content analysis was used to examine 146 news published in the last six years that had consumption elements. Purposive sampling was used to pick 10 news from a total of 146. The most essential theme on the site has been found as having fashion and style. From a young age, children can be instilled in the ability to express themselves through objects, from the clothes they wear to the furniture they use. The site's virtual shop, as well as the fact that the business gives real discounts and opportunities, can be regarded as an early introduction to capitalism for children. The concept of owning a thing with points for a small fee can be seen as an attempt to turn future consumers into citizen-consumers. Administrators of the site have announced that anyone who makes a creative comment under the content will receive 150 virtual points. With the points earned, children can organize and revise their virtual homes according to their types. These results support the participants' claims about the most significant effects of social media on child consumption. Accordingly, children are encouraged to compete with other users through their virtual type. On the site where the popular is glorified, it can be claimed that the type turns it into an obsession for children.

It was discovered by researchers that changes in cultural structure have a significant impact on the structure and weight of socialization agents. As a result of the changing family structures, external factors become more effective in the socialization process that was previously led by the family. The media, without a doubt, is the most important of these external socialization tools. Because this may be the mode of transportation in which the child spends the most of his time. Parents who work two jobs and have two children have less time to spend with their children when they have a dual income family structure. As a result, the child is exposed to television and other forms of media for a significant amount of time during the course of the day. Children become sensitive to what they see in the media, dream of having the lives they see in the media, and try to act like people see. This situation has a significant impact on the development of the child's materialistic values. One of the most important determinants of children's tendency toward materialism is their relationships with their peers. We can say that, after the family, peers are the most important socialization actors to observe. While the influence of peers on children takes precedence over the influence of the family after a certain age, it is often not possible for the family to keep this influence under control.

It is not possible to generalize the findings of this study because the findings were obtained through qualitative research methods and they are limited to the experiences and opinions of the participants in the current research's study group. However, the researchers anticipate that the study's findings will inform future research into the purchasing preferences and intentions of Instagram users, who can be considered an important actor in the social media marketing of children, who, according to the researchers, are the consumers of the future.

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RESEARCH ARTICLE

Optimism and System Justification Tendency of University Students[1]

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Abstract

The purpose of this research is to investigate if the system justification tendency and demographic variables (gender, old, socio-economic level, mother's and father's educational level, political view) predict the optimism and demographic variables predict the system justification tendency. The study group consisted of 434 students (282 female, 152 male) attending to different university in Ankara. System Justification Scale, Optimism Scale and the Personal Information Form were used to in the research. This research was questioned which variables predict the optimism and system justification with multiple linear regression analysis (stepwise method). Secondly, Point biserial correlation analysis was used to determine relationship between gender and optimism and Pearson's product moment correlation coefficient to determine the relationship between the other variables. The result of these analysis indicated that political view, gender and system justification predicted the optimism; mother's educational level and political view predicted system justification. At the same time, it was seen that female were more optimistic than male; political view approached to the right, the level of system justification and optimism increased. It has also been found that as the system justification tendency increased, the score of optimism increased.

Key Words: *Optimism, System Justification, University Students.*

Öz

Bu araştırmanın amacı üniversite öğrencilerinin sistemi meşrulaştırma eğilimleri ve demografik değişkenlerin (cinsiyet, yaş, sosyoekonomik düzey, annenin ve babanın eğitim düzeyi, siyasi görüş) iyimserliklerini; demografik değişkenlerin sistemi meşrulaştırma eğilimlerini yordayıp yordamadığının incelenmesidir. Çalışma grubu, Ankara'da farklı üniversitelerde eğitim gören 434 (282 kadın, 152 erkek) üniversite öğrencisinden oluşmaktadır. Araştırmada veri toplama aracı olarak "Sistemi Meşrulaştırma Ölçeği", "İyimserlik Ölçeği" ile "Kişisel Bilgi Formu" kullanılmıştır. Araştırmada ilk olarak iyimserliği ve sistemi meşrulaştırma eğilimini yordayan değişkenlerin hangileri olduğu Çoklu Doğrusal Regresyon Analizi (stepwise yöntemi) ile sorgulanmıştır. İkinci adımda cinsiyetle iyimserlik arasındaki ilişkiyi Nokta Çift Serili Korelasyon Analizi, diğer değişkenler arasındaki ilişkiyi incelemek için Pearson Momentler Çarpımı Korelasyon Analizi yapılmıştır. Analizler sonucunda siyasi görüşün, cinsiyetin ve sistemi meşrulaştırmanın iyimserliği; annenin eğitim düzeyi ve siyasi görüşün de sistemi meşrulaştırma eğilimini yordadığı görülmüştür. Aynı zamanda kadınların erkeklere göre daha iyimser olduğu; sosyoekonomik düzey azaldıkça siyasi görüşün sola yaklaştığı, siyasi görüş sağa yaklaştıkça sistemi meşrulaştırma ve iyimserlik puanının arttığı gözlenmiştir. Ayrıca sistemi meşrulaştırma düzeyi arttıkça iyimserlik düzeyinin de arttığı sonucuna varılmıştır.

Anahtar Kelimeler: *İyimserlik, Sistemi Meşrulaştırma, Üniversite Öğrencileri.*

[1] *This study was produced from first author master's thesis titled "Optimism and system justification tendency of university students''.*

Introduction

Being optimistic is considered as one of the keys to happiness in the increasingly complex conditions of the age we live in. Happiness does not depend on objective conditions of wealth and health, but it depends on the correlation between objective conditions and subjective expectations (Harari, 2012, p.374). The tendency to have generalized positive expectations that everything will go well despite all the challenges and difficulties that may be encountered in life is called optimism (Scheier & Carver, 1992). According to this approach, optimism is accepted as a personality variable, as individuals are consistent in their tendency to approach life optimistically or pessimistically (Carver & Connor-Smith, 2010).

Peterson and Seligman (1984), on the other hand, consider optimism as an explanatory style. An explanatory style is a certain approach that an individual uses when explaining why the events happen to him (Seligman & Csikszentmihalyi, 2000). This approach determines whether an individual is optimistic or pessimistic. It takes its roots from what is learned from caregivers during childhood and adolescence (Seligman, 1990/2009).

Optimism offers a wide variety of contributions to human life. Optimists are physically and psychologically healthier than other people (Cassidy, 2000; Segerstrom, 2007; Seligman, 2000; Seligman, 1990/2009; Uğurlu, 2011). It is possible to say that those who can look at life optimistically have reached life satisfaction (Dursun, 2012; Gülcan & Bal, 2014; Güler & Emeç, 2006; Hırlak et al., 2017; Ho et al., 2010; Sapmaz & Doğan, 2012; Yalçın, 2011), are in good emotional and psychosocial condition (Carver et al., 2005), and maintain their mental resilience in the face of difficulties (Nicholls et al., 2008).

According to Fischer and Chalmers (2008), cultures that attach importance to individuality and have political and social equality produce an appropriate atmosphere for the individual to be optimistic. The fact that optimists are far from submissive behavior (Mamırova & Yılmaz, 2019) supports this claim.

In addition to genetic (Bates, 2015; Plomin et al., 1992), biological (Sharot, 2011) and environmental (Kurtz-Nelson &McIntyre, 2017) factors, social dynamics, and some variables arising from the structure of each society are considered to be determinative on optimism (Gençoğlu & Kalkan, 2015; Khallad, 2013; Seligman, 1990/2009). One of these variables appears as the motivation to legitimize the system that the individuals use while explaining the functioning of the order in which they live.

System justification theory argues that people support their belief that the world is stable and orderly, believing that the system is fair and legitimate and that everyone gets what they deserve (Cichocka & Jost, 2014). The expression "system" in the definition covers a wide area from political, economic, religious, and legal systems to family, school, and profession (Wakslak et al., 2011).

As Cichocka and Jost (2014) stated, it is possible to consider system justification as a kind of positive illusion, partly self-deception. When evaluated in terms of disadvantaged groups in society, in particular, it can be considered that they try to overcome their cognitive contradiction with an exaggerated perception of control and unrealistic optimism.

System justification theory argues that people tend to perceive the existing social system as fair by accepting everything as it is (Jost, 1995). It is also stated that this tendency has effects such as providing a coping mechanism by making individuals feel better in difficult times (Harding & Sibley, 2013; Major & O'Brien, 2005), reducing uncertainty, providing the need for order, meeting the existential needs for the meaning of life. (Jost & Hunyady, 2005; Jost et al., 2008). The fact that justification of the system makes people happier and more satisfied through these mitigating functions, and it is suggested that it may also be related to optimism (Cichocka & Jost, 2014; Hammond & Sibley, 2011; Jost et al.,2003; Jost & Hunyady, 2005; Liviatan & Jost, 2011, 2014; Napier et al., 2010).

No study has yet been found in the literature investigating the link between optimism and system justification. This study aims to contribute to the literature by examining the relationship between the optimism levels of university students, who are and will continue to be the architects of society, and their tendency to system justification.

In this study, the relationship between optimism and the tendency to system justification is revealed through the findings. Identifying this relationship will contribute to the conceptual and theoretical background of optimism and system justification. Thus, this study can be a reference for scientists studying optimism and the tendency to system justification.

The psychological counseling process is affected by the social dynamics that both the counselor and the client depend on. It is considered that study findings on optimism and system justification tendency will help psychological counselors to conceptualize the problems that clients may experience when they are not optimistic about life and to explain both the events that have happened and the social order. The findings can also be used for the client to develop effective coping strategies with social events.

The primary purpose of this study is to reveal whether some demographic variables (gender, age, socioeconomic level, education levels of parents, political view) and the system justification tendencies predict university students' optimism. Another aim of the study is to examine whether demographic variables predict the tendency of system justification. Regarding these purposes, answers were sought to the following questions.

1) Do university students' demographic characteristics (gender, age, socioeconomic level, education levels of parents, political view) and system justification tendencies predict their optimism?
2) Do the demographic characteristics (gender, age, socioeconomic level, education levels of parents, political view) of university students predict their system justification tendencies?

Method

Research Model

In this study, the relationship between university students' system justification tendencies and their optimism was examined. This study was carried out in a relational model, in which the relationship between both variables and demographic variables was also discussed.

Study Group

University students studying at state universities in Ankara in the 2018-2019 academic year constituted the study group. Table 1 shows the demographic characteristics of the participants with numerical and percentage values.

Table 1. Demographic characteristics of the participants

Variable	N	%
Gender		
Female	282	65
Male	152	35
Age		
18-21	308	71
22-25	91	21.2
26-29	27	6,3
30+	4	.9
Socioeconomic Level		
Lower	6	1.4
Lower – Middle	41	9.4
Middle	283	65.2
Middle – Upper	96	22.1
Upper	5	1.2
Mother's Education Level		
Illiterate	11	2.5
Primary school	214	49.3
Middle School	69	15.9
High school	92	21.2
Undergraduate	44	10,1
Graduate	3	.7
Father's Education Level		
Illiterate	2	5
Primary school	101	23.3
Middle School	75	17.3
High school	129	29.7
Undergraduate	103	23.7
Graduate	14	3.2
Political View		
Extreme right-winger	17	3.9
2	19	4.4
3	41	9.4
4	59	13.6
5	179	41.2
6	41	9.4
7	45	10.4
8	9	2.1
Extreme left-winger	8	1.8

Data Collection Tools

Personal Information Form developed by the researcher to measure socio-demographic information, Optimism Scale developed by Balcı and Yılmaz (2002) to measure the level of optimism, and System Justification Scale developed by Kay and Jost (2003) and adapted into Turkish by Yıldırım and Akgün (2013) were used as data collection tools.

The data collection tool consists of three parts. In the first part, there are questions about the participant's personal and demographic information such as gender, academic average (according to 4 point grading system), perceived socioeconomic level, education level of parents, political views (as the scores decrease it approaches right-wing, as the scores increase it approaches left-wing). In the next section, the level of optimism is measured, and in the last section, the system justification tendency is measured. Introductory information about the data collection tools used in the study is given below.

Optimism Scale: The Optimism Scale developed by Balcı and Yılmaz (2002) consists of 24 items in a four-point Likert type. The highest score that can be obtained from the scale is 96, and the lowest score is 24. In the reliability study conducted during the scale development phase, the internal consistency (Cronbach Alpha) coefficient was found to be 0.96. In the factor analysis performed to determine the structural validity of the scale, it was determined that the scale consisted of a single factor structure (Balcı & Yılmaz, 2002). In this study, the Cronbach's alpha coefficient of the Optimism Scale was calculated as 0.87.

System Justification Scale: The System Justification Scale is an 8-item Likert-type scale developed by Kay and Jost (2003). The scale was developed to measure individuals' perceptions of the justifiability of the prevailing social system. Higher scores would indicate increased levels of system justification. The highest score that can be obtained from the scale is 56, and the lowest score that can be obtained is 8. In the original version of the scale, the Cronbach alpha internal consistency coefficient was found to be 0.88. In the Turkish adaptation of the scale by Yıldırım and Akgün (2013), the Cronbach Alpha internal consistency coefficient was found to be 0.67. In this study, the Cronbach Alpha coefficient of the scale was calculated as 0.78.

Implementation

After the determination of the data collection tools to be used in the study, permission to use was obtained from the academicians who developed or adapted the data collection tools (Appendix 4), and the necessary permissions for the implementation were obtained from the Gazi University ethics commission (Appendix 5). Afterward, the data collection tools were brought together, and the scale battery was prepared.

The participants were informed with the Informed Voluntary Consent Form regarding the purpose of the study, the purpose for which the information would be used, the voluntary basis of participation in the study, and the information they could leave the study if they felt any discomfort while answering the scales.

Data Analysis

To perform the necessary analyzes on the study fundamental variables, it was checked whether the normal distribution was provided or not. The kurtosis value of the optimism scores was found to be -0.128, and the skewness value was -0.146. The kurtosis value of the system justification scores was found to be -0.450, and the skewness value was 0.559. Therefore, it can be stated that normal distribution was provided for both variables in this study.

Pearson Product-Moment Correlation technique was used to determine the associations between optimism and the tendency to system justification and the associations of both variables with age and other variables. The Point Biserial Correlation technique was used to determine the association between gender and optimism, and gender and the tendency to system justification.

The stepwise multiple linear regression analysis was performed to determine the variables that predicted optimism. First, the demographic variables were included in the analysis, and then, system justification was included. Also, another stepwise multiple linear regression analysis was performed to determine the variables that predicted system justification.

Results

In the results section, first of all, correlations regarding the associations between all variables are given. Then, two different multiple linear regression analysis was performed to identify the variables that predicted optimism and the tendency to system justification. Lastly, a One-Way Analysis of Variance (ANOVA) was performed to examine whether the optimism levels of the participants and their tendency to system justification differ significantly according to the newspaper they read.

Table 2. Descriptive Statistical Findings on System Justification and Optimism Scores

	X̄	SD	Range
Optimism	73.02	9.43	47-93
System Justification	22.15	9.18	8-45

As can be seen in Table 2, the optimism mean score of the university students was found to be 73.01 (*SD = 9.43*), and the system justification mean score of the university students was found to be 22.15 (*SD = 9.18*). It was determined that the lowest optimism score was 47, the highest optimism score was 93 (*range = 46*), and the lowest system justification score was 8, the highest system justification score was 45 (*range = 37*).

Correlation Analysis Findings Related to Optimism and Tendency to System Justification

The association between optimism and gender and the tendency to system justification and gender were examined using the Point Biserial Correlation technique and the association between other variables by using Pearson product-moment correlation coefficient. Table 3 shows the findings regarding the correlation analysis.

Table 3. Correlation Table of Optimism and System Justification Tendency with Other Variables

	1	2	3	4	5	6	7	8
1	1							
2	-.032	1						
3	-.011	-.056	1					
4	.054	-.095*	.136**	1				
5	.054	-.151**	.158**	.573**	1			
6	.055	.035	-.142**	.080	-.032	1		
7	-.080	.079	.086	-.144**	-.031	-.492**	1	
8	-.118*	.061	.070	-.102*	-.047	-.246**	.601**	1

**p<,05, **p<,01*

1. *Gender*
2. *Age*
3. *Socioeconomic Level*
4. *Mother's education level*
5. *Father's education level*
6. *Political View*
7. *System Justifiction*
8. *Optimism*

As can be seen in Table 3, a negative relationship was found between gender and optimism levels (*r = -.118; p = .05*). Accordingly, it can be stated that the optimism levels of females are higher than the optimism levels of males. Age was found to be negatively correlated with the mother's education level (*r = -.095; p = .05*) and the father's education level (*r = -.151; p = .01*). The socio-economic level was found to be positively correlated with the mother's education level (*r = .136; p = .01*) and the father's education level (*r = .158; p = .01*). The socio-economic level was found to be negatively correlated with the political view (*r = .-142; p = .01*). A moderate positive correlation was found between the mother's education level and the father's education level (*r = .573; p = .01*). A moderate negative correlation was found between the political view and system justification (*r = -.492; p = .01*). A moderate negative correlation was found between the political view and optimism (*r = -.246; p = .01*). A negative correlation was found between the system justification level and the mother's education level (*r = -.144; p = .01*). Lastly, a high level of positive correlation was found between system justification and optimism (*r = .601; p = .01*).

Multiple Linear Regression Analysis Findings Regarding the Variables Predicting Optimism

In this study, multiple linear regression analysis was used to determine the variables that predict optimism. The total score of the Optimism Scale was used as the predicted variable. The stepwise method was used to determine the appropriate regression model. By using the method several alternative models are explored, with variables being either added or dropped in the process, depending on how important they appear to be statistically (Henderson & Denison, 1989). Accordingly, the determined independent variables were political view, gender, and system justification, respectively.

The political view is the first variable that predicts optimism. The variance explained by this variable was 4.1% (*F change [1, 418]=16.52; p = .05*). Gender, which is included in the equation in the second place after political view, explains 5.5% of the total variance (*F change [1, 434] = 6.25; p = .05*) together with political opinion and contributes 1.4% to the total variance regarding optimism. Finally, the explained variance increased to 37.3% (*F change [1, 434] = 183.08; p = .05*) with the inclusion of the system justification variable into the equation in the third place.

Table 4. Multiple Linear Regression Findings Regarding the Variables Predicting Optimism

Predictive Variables	B	β	R^2 value	Adapted R^2	Std Error	F change	P
Political view	.58	.10	.04	.04	9.10	16.52*	.17
Gender	-1.47	-.07	.06	.05	9.04	6.25*	.11
System Justification	.65	.64	.37	.37	7.36	183.08*	.00

**p = .05*

Multiple Linear Regression Analysis Findings Regarding the Variables Predicting the Tendency to System Justification

In this study, multiple linear regression analysis was used to determine the variables that predict the tendency to system justification. The total score of the System Justification Scale was used as the predicted variable. The stepwise method was used to determine the appropriate regression model. Accordingly, the determined independent variables were political views and mother's education level, respectively. These findings are included in Table 5.

Table 5. Multiple Linear Regression Analysis Findings Regarding the Variables Predicting the Tendency to System Justification

Predictive Variables	B	β	R^2 value	Adapted R^2	Std Error	F change	p
Political View	-2.77	-.48	.24	.24	8.06	132.68*	.000
Mother's education level	-.97	-.11	.25	.25	7.99	7.83*	.005

**p<,05*

As can be seen in Table 5, the political view is the first variable that predicts the tendency to system justification. The variance explained by this variable was 24% (*F change [1, 418]=132,684; p = .05*). The mother's education level, which is included in the equation in the second place after the political view, explains 25.3% of the total variance (*F change [1, 434] = 7.831; p = .05*) together with the political view and contributes 1.4% to the total variance regarding the tendency to system justification.

Discussion and Conclusion

Discussion of Multiple Linear Regression Analysis Findings Regarding the Variables Predicting University Students' Optimism

As a result of examining the gender variable in terms of predicting the optimism of the study group, it was determined that females were more optimistic than males. The sample may be in a structure that is affected by social gender. This situation appears to derive from the fact that the two sexes are raised in different environments with different expectations due to the results of social gender. It is considered that women's getting rid of the masculine social order, albeit gradually, as they begin to participate more in education and working life, is also effective in this situation. These recovery steps may have mediated women to have a more optimistic outlook for the future. There are studies in the literature that found women to be more optimistic (Gündoğdu et al., 2005; Puskar et al., 2010). On the other hand, some studies (Açıkgöz, 2006;

Chang et al., 2010; El-Anzi, 2005; Shearman et al., 2011) concluded that males are more optimistic. The majority of studies do not show significant differences between genders in terms of optimism (Aydın & Tezer, 1991; Bal & Gülcan, 2014; Chang, 1996; Çalık, 2008; Demir & Murat, 2017; Gençoğlu et al., 2014; Güleri, 1998; Kalafatoğlu, 2017; Sarı Cenk, 2008; Uğurlu, 2011; Şahin, 2014).

Students' political views are another factor that predicts optimism. As the political view of the research group gets closer to the right-wing, the level of optimism increases. It is known that the right-wing political view in Turkey also defines itself as conservative (Göksu, 2013). Conservatives believe that the world is a place of testing and that there is eternal bliss in the hereafter, even if difficulties are encountered. Conservatives have a more optimistic approach with their explanation styles that rationalize inequality (Napier & Jost, 2008). In this sense, the right-wing political view, which includes conservatism, has psychological mechanisms that instill optimism. Studies that found that individuals' religious orientations and optimism were related (Sethi & Seligman, 1993; Öztürk, 2017) support this judgment.

Optimism is a thinking habit learned since childhood (Seligman, 1990/2009, p.49). It is considered that understandings such as “every cloud has a silver lining” and “tomorrow is another day” in Turkish society pave the way for the individual to be more optimistic from childhood to adulthood. In the studies conducted by Güleri (1998) and Kaya and Göktolga (2014), the future expectations of university students were found to be positive.

It was determined that the most predictive variable for optimism in this study was the system justification tendency. Ideologies under the umbrella of system justification function as a bridge of excuses between the individual and the system in case of injustice (Jost et al., 2008). By rationalization of the system, individuals feel better for the short-term, and they use artificial tranquilizers to cope with the system in the face of injustice (Jost & Hunyady, 2003; Sümer, 2018). Individuals with a system justification tendency have less negative repetitive thoughts and use the distraction technique more in negative situations (Akoğlu, 2019). It is considered that university students' avoidance of negative stimuli and situations by the system justification enables them to have positive expectations about the future.

Optimism functions as a shield that protects individuals from falling into apathy and despair in the face of difficulties (Goleman, 2000). Such unrealistic optimism is often biased but has significant benefits (Jefferson et al., 2017). The efforts of university students to perceive the system as legitimate and the attempts to make sense of the existing order include psychological mechanisms that strengthen their optimism tendency. Eagleton (2015) states that optimists' belief that the future will be good stems from their confidence that the current situation is essentially good (p.18). This situation explains why those who justify the system with the judgment that the existing one is the best can be more optimistic.

Discussion of Multiple Linear Regression Analysis Findings Regarding the Variables Predicting University Students' System Justification Tendency

In this study, the first variable predicting the system justification tendency is the mother's education level. As the level of education increases, individuals become able to question and criticize the order in which they live (Acar et al., 1996). Therefore, it is an expected result that individuals whose mothers have a high level of education have a low system justification tendency. However, the father’s education level is not found to be a significant variable. Although efforts to achieve equality between women and men have been carried out for many years, studies in the literature indicate that women are still in a disadvantaged status compared to men. Group members with disadvantaged status are more likely to justify the system. For this reason, it is thought that the father’s education level may be ineffective in justifying the system.

Individuals who have difficulty in developing the system of personal assumptions try to find a solution to the identity crisis, which emerged in Turkish society with the rapid change of the age, by trying to find an identity in political teachings (Geçtan, 2002). Thus, individuals evaluate life in line with the discourses of the political ideology that they think reflects them. This study had found that political view predicts system justification, and as one gets closer to the right-wing, their system justification tendency also increases. It is known that those who express their political views as the right-wing are against social equality, resist change (Sarıbay et al., 2017), and are conservative (Altemeyer, 1981, as cited in Jost et al., 2004). The tendency of those with right-wing political views to maintain and support the existing order just because it exists, along with the tendency of conservatism, lays the groundwork for justifying the system (Butz et al., 2017; Jost et al., 2003; Jost et al., 2007; Jost et al., 2014; Jost et al., 2008; Kluegel & Smith, 1986; Rankinet al., 2009; Van der Toorn et al., 2010). Those with left-wing political views are more inquisitive than right-wingers (Anderson & Singer, 2008) and are less happy because they do not justify existing inequalities (Napier & Jost, 2008; Suppes et al., 2019). Except for one study (Langer et al., 2020), this result of the research is consistent with other studies in the literature (Atabey, 2017; Çetinalp Şahin, 2014; Dirilen Gümüş, 2011; Jost & Thompson, 1999; Moscato et al., 2021; Napier & Jost, 2008; Osborne & Sibley, 2013; Solak, 2008).

Recommendation

It is considered that conducting studies with larger samples and including ethnic identity in the future will contribute to the literature. Individuals with different ethnic identities are sometimes in the disadvantaged group in society. Therefore, ethnic identity differences appear to be an important variable that may affect the results of system justification (Harding & Sibley, 2012).

The fact that university students are economically dependent on their families as of the emerging adulthood period (Arnett, 2000) limits the sample in terms of economic variables such as perceived socioeconomic level. In future studies, working with individuals who have been involved in working life is recommended.

It will be beneficial for future studies to include variables such as hope and life satisfaction among the positive psychology concepts, and belief in a just world and perception of injustice among the social psychology concepts, in addition to optimism and system justification tendency.

The use of measurement tools based on self-expression in the study suggests that the effect of social desirability may interfere with the response. Also, since system justification is a subconscious motive to reduce the cognitive conflict experienced by the person, it is recommended to measure this motive by using a measurement tool with more expressions which include stereotypes.

Psychological counseling and guidance programs should include activities that strengthen optimism to ensure that university students who will shape the future become individuals who can look at life with an optimistic approach and have high subjective well-being.

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RESEARCH ARTICLE

A Digital Diplomacy Irony: Donald Trump

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Abstract

The concept of digital diplomacy includes the use of digital communication techniques both in interstate diplomacy and in the relationship between a state and foreign public opinion groups. This study is a qualitative research to determine how the 45th President of the USA, Donald John Trump, uses Twitter in terms of content in the context of digital diplomacy. The general purpose of the study is to evaluate Trump's digital diplomacy activities on Twitter. In this context, examining the styles and forms of the role of digital diplomacy constitutes the main research question of this study. The question of how Trump's digital diplomacy practices on Twitter are, constitutes the main problematic to focus on in the research. In the study, firstly, the literature on the subject was searched, and then Trump's tweets containing diplomacy issues between January 20, 2017 and January 20, 2021 were taken as a basis in the selection of the data needed for the research. In the process of collecting data within the scope of the research, document analysis method was used. In the content analysis carried out on the determined sample, categories were produced based on the diplomacy actors that are frequently repeated in the literature, and each analyzed tweet was analyzed within the relevant category. One of the most basic findings obtained as a result of the research is the fact that the language he uses while using social media is quite far from the language of diplomacy due to Trump's tweets. In addition, it is noteworthy that Trump exhibits a racist attitude and uses hate language with tweets he sends to both himself and other countries' citizens and administrations on Twitter, one of his social media channels. Looking at the data, it is seen that soft power elements are not used in the content of Trump's tweets, therefore, there is no national and international dialogue environment, and it is concluded that his tweets have reached the level of sarcastic, insulting and even hate crime, and therefore it can be called digital diplomacy irony.

Key Words: *Donald Trump, Digital Diplomacy, Twitter, Social Network.*

Öz

Dijital diplomasi kavramı hem devletlerarası diplomaside hem de bir devlet ile yabancı kamuoyu grupları arasındaki ilişkide dijital iletişim tekniklerinin kullanılmasını içermektedir. Bu çalışma ABD'nin 45. Başkanı Donald John Trump'ın dijital diplomasi bağlamında Twitter'ı içerik bakımından nasıl kullandığının tespitine yönelik bir nitel araştırmadır. Çalışmanın genel amacı Trump'ın dijital diplomasi faaliyetlerini Twitter üzerinden değerlendirmektir. Bu bağlamda dijital diplomasi rolünün hangi tarz ve biçimlerde yürütüldüğünü incelemek bu çalışmanın temel araştırma sorusunu oluşturmaktadır. Trump'ın Twitter üzerinden yürüttüğü dijital diplomasi uygulamalarının nasıl olduğu sorusu araştırmada odaklanılacak temel sorunsalı oluşturmaktadır. Çalışmada öncelikle konuyla ilgili literatür taraması yapılmış, ardından araştırma için ihtiyaç duyulan verilerin seçiminde Trump'ın 20 Ocak 2017 - 20 Ocak 2021 tarihleri arasında diplomasi konularını içeren tweetleri baz alınmıştır. Araştırma kapsamında verilerin toplanması sürecinde doküman incelemesi yöntemine başvurulmuştur. Tespit edilen örneklem üzerinde gerçekleştirilen içerik analizinde literatürde sıklıkla tekrarlanan diplomasi aktörleri baz alınarak kategoriler üretilmiş ve incelenen her bir tweet ilgili olduğu kategori dahilinde analize tabi tutulmuştur. Araştırma sonucunda elde edilen en temel bulgulardan birisi Trump'ın attığı tweetler nedeniyle, sosyal medyayı kullanırken kullandığı dilin diplomasi dilinden oldukça uzak olduğu gerçeğidir. Bunun yanısıra Trump'ın sosyal medya mecralarından biri olan twitter üzerinden hem kendi hem de diğer ülke vatandaşlarına ve yönetimlerine yönelik attığı tweetlerle ırkçı bir tutum sergilediği ve nefret dili kullandığı dikkat çekmektedir. Ulaşılan verilere bakıldığında, Trump'ın tweetlerinin içeriklerinde yumuşak güç unsurlarının kullanılmadığı bu nedenle ulusal ve uluslararası diyalog ortamının oluşmadığı görülmekte, attığı tweetlerin iğneleyici, aşağılayıcı ve hatta nefret suçu boyutuna ulaştığı ve bu nedenle dijital diplomasi ironisi olarak adlandırılabileceği sonucuna varılmıştır.

Anahtar Kelimeler: *Donald Trump, Dijital Diplomasi, Twitter, Sosyal Ağ.*

Introduction

Today, at the point where internet technologies have reached, information that reaches everywhere instantly with the speed of light has become a commodity that can be instantly collected, traded, analyzed and transformed in large data centers. The internet, where digital content is produced, has a unique communicative nature and has a different structure from the communicative nature of conventional mass media such as newspapers, radio and television (Schmid and Cohen; 2015, p.277). The communicative structure that emerged with the second generation internet technologies has a two-way and symmetrical nature. Referring to this nature, Grunig states that social media is in perfect harmony with the strategic management paradigm of public relations (2009, p.6). With the changes in communication technologies brought to the world by globalization, international politics and diplomacy have also undergone structural changes. In the 1990s, with the evolution of technology, the internet was offered to citizens; Inventions in the field of internet, communication and integration have created a new social order in the global sense. The use of technology has influenced diplomacy and diplomacy makers in the historical process, and states have used technological opportunities for intelligence purposes in the modern period. With the use of social media in diplomacy, diplomacy has come to a very different point from the classical understanding, and this age has started to be called both the communication age and the digital age (Ekşi, 2016, p.25). Digital diplomacy, which was founded in the 1990s and was first announced in 2001 (Köse, 2017, p.2352), can be defined as the communication in diplomacy created in the digital age. Corneli Bjola and Marcus Holmes have been a source for researchers, states and international organizations working on this subject with their writings and statements on the definition and practices of digital diplomacy. In their work called "Digital Diplomacy Theory and Practice", they describe digital diplomacy as a strategy of managing change with virtual cooperation and digital tools (Bjola and Holmes,2015, p.35).

It is an undeniable fact that digital media has an impact on world politics and foreign policy. The use of social media for diplomatic purposes can change the practices of diplomats in knowledge management, public diplomacy, strategy planning, international negotiations and even crisis management. However, despite what digital diplomacy offers for the conduct of international relations, from an analytical point of view, little is known about how digital diplomacy works and to what extent it develops its success and limits (Bjola and Holmes, 2015, p.4). With the use of social media in diplomacy, institutional adaptation and innovation have been brought to politics. The use of social media has enabled governments to manage digital diplomacy. With the implementation of the digital diplomacy policy, the use of the internet in public diplomacy communication has occurred rapidly. Researchers who define digital diplomacy as the new public diplomacy highlight the diversity of the principles of the new public diplomacy as follows: "The new public diplomacy is not a monologue understanding, but a structure that wants to understand and adopts integration, develops cooperation with non-state actors, works with a network method rather than a hierarchical method, and provides accurate information instead of propaganda" (Sancar, 2019, p.373). In short, digital diplomacy is the way of managing international politics with digital tools and virtual collaborations to get the highest impact in the decision-making processes, public diplomacy and professional rules of states. While the digital space, where information and views are exchanged, which has never been seen in history, affect the national images of the states, it inevitably requires the state to be more dynamic. In addition to adapting to the instant and rapid structure of digital by getting out of the cumbersome communication structure, they need to produce strategies that are powerful and appropriate to the instant nature of digital, which are constantly produced about the distorted, exaggerated, fake news and information about states as well as about almost everything in social media. The tools, procedures and methods of the digitalized communication environment are of critical importance in terms of both the continuity of the existence of the state and the structure of the diplomatic relations of the state with other states. It is inevitable that this great digital change, which affects all areas of life, affects, changes and transforms diplomatic life. Digital media for governments, international organizations and international companies, in this age where digital diplomacy is widespread, knowledge leadership gains even more importance. There is a need to develop information strategies and influence policy outcomes by doing knowledge leadership. Managing information, analyzing and influencing the flow of information is becoming important. It has enabled the use of the internet and other digital technologies to conduct good diplomacy and manage resources efficiently. Digital diplomacy focuses on social media in the easiest way, diplomats and online audiences are in the same position when using social media tools such as Twitter and Facebook. Ilan Manor (2017: 3) states that they believe that the media has changed in the conduct of public diplomacy with digital diplomacy, but the message has not changed; thinks that people communicate with the people of other countries through social media and especially Twitter account instead of communicating directly. In recent years, Twitter has become an indispensable social medium of the virtual diplomatic network (Hocking and Melissen, 2015, p.15). This virtual diplomatic network includes not only diplomatic actors, but also informal groups, organizations, and individuals participating in the online community (Melissen, 2005, p.5). Due to the increasing diversity of actors participating in digital diplomacy practice, governments are gradually losing their monopoly on the information they once had (Nweke, 2012, p.24). In the age of digitalization, it is a fact that users who benefit from digital platforms are exposed to information overload with the speed of information spreading. For this reason, government actors have started to engage in a dialogue with the public through social media accounts such as Twitter, in order to filter and control the information pollution and negative discourses, especially on the issues that concern governments. In this context, today, many researchers claim that Twitter is recognized as a new tool in which especially public diplomacy is applied (Fletcher, 2011). Current research in digital diplomacy shows that social media focuses on reshaping and renewing the practice of public diplomacy (Bjola and Holmes, 2015, p.1). In this context, in this study, how the 45th US President Donald John Trump, who actively uses Twitter, one of the social media channels, uses digital diplomacy, has been examined with the qualitative content analysis method.

Digitizing Diplomacy

In the literature, it is possible to interpret diplomacy from different perspectives by dividing it into periods. 'Old Diplomacy' until the end of the First World War; The process starting with this date and ending with the end of the Cold War is called "New Diplomacy" (Acar, 2006, p.417). Another perspective is diplomacy with modern method definitions; It distinguishes it as Diplomacy 1.0, Diplomacy 2.0, Diplomacy 3.0. Diplomacy 1.0 defines classical diplomacy, while Diplomacy 2.0 defines public diplomacy. Digital diplomacy, on the other hand, is called Diplomacy 3.0 (Yücel, 2016, p.2). With the development and change of diplomacy communication technologies, it has prepared an environment for the development of digital diplomacy. The main difference between Diplomacy 3.0 and the other two is that it can completely reverse all the methods, rules, actors, processes and tools of classical diplomacy. In digital diplomacy, borders and protocols disappear, creating a platform in which everyone takes an active role. States and related government institutions now see digital diplomacy as a guide to complete their digital transformation. İskit (2007, p.278) expressed that communication is the spirit of diplomacy. Diplomacy is a method of interstate negotiation and is in a strong relationship with communication procedures, methods and technologies.

Diplomacy, which has undergone many changes and transformations in line with the development of communication technologies, has continued within the framework of secrecy between countries for a great period of history. The fact that computer experts such as Chelsea

Manning, Edward Snowden and Julian Assange have leaked highly confidential information to the internet[1] are important indicators that show us that digital technologies have radically transformed diplomacy. In today's world, where even the deepest secrets of nations are spread online and shared millions of times, states have to produce more original policies and develop national strategies, especially since governments have become inoperable because they do not have a clear agenda on how to deal with such processes (Ünver, 2017, p.5). There is a difference between traditional diplomacy and digital diplomacy. Diplomacy, which was European-centered in the classical period, entered into a new diplomatic process between the USA and the USSR between 1919 and 1945 after the First World War (Kurt, 2018, p.10). In the 1970s, the US Department of State was restructured in the field of diplomacy. With this restructuring, media tools such as radio and television, which will enable communication with the citizens of other countries, were used intensively. The United States used these studies, which we call public diplomacy, quite intensely during the Cold War period. Strategic communication and soft power took the place of propaganda, which was used extensively in the Second World War (Yücel, 2016, p.748). Between the 1970s and 1980s, multinational companies had a great influence on diplomacy. The change and transformation of diplomacy has continued with multinational companies entering diplomacy and increasing their effectiveness (Kurt, 2018, p.10). International companies and states continue to change the perceptions of societies in their own way. While doing this, they act with the principle of using softer instruments instead of hard power such as threat, deterrence and economic sanctions of classical diplomacy (Yücel, 2016, p.748). This, in turn, increases the importance of soft power. Nye stated that soft power consists of political values, culture and foreign policy and defined the source of soft power (Nye, 2017, p.32).

The rapid increase in technological developments and the fact that globalization made itself felt prominently in the world in the 1990s caused the power of the USA to be felt more in the whole world. These developments caused the new understanding of diplomacy to be questioned after the First World War and laid the groundwork for the formation of diplomacy in accordance with the technology age and globalization conditions (Köse, 2017, p.2348). In this process, the Diplomacy 1.0 and 2.0 paradigm also changed. As a result of the rapid change in technology, ordinary people, or more accurately, users, have removed all hierarchical levels and developed a new communication style that is self-directed (Yücel, 2016, p.748). Digital diplomacy, which left its mark on diplomacy in the 2000s, is diplomacy 3.0 (Köse, 2017, p.2348). To understand digital diplomacy well, we need to know the tradition of public diplomacy well. Public diplomacy, in the traditional sense, is formed by the communication of a state with the citizens of different states. In diplomacy, which we define as the new generation public diplomacy, there is a communication between citizens and citizens of different countries. One of the most important application areas of the new public diplomacy, in which peoples communicate with each other, is digital diplomacy (Sancar, 2019, p.373).

According to Muharrem Ekşi (2016, p.79), the features that separate digital diplomacy from traditional diplomacy are; It is the transition from interstate relations to relations between state-society, state-individual, inter-people, international organizations and individuals. In the digital age, international relations have gone beyond interstate relations and become a global relations network, and thanks to social media channels such as diplomacy, e-diplomacy, Twitter diplomacy, Instagram diplomacy, it has gained functions such as journalism activities and public relations activities, as well as activities such as protocol and intelligence. This has led to the necessity of diplomats in the representation office being not only diplomats who know ordinary foreign policy protocols, but sometimes a media player and sometimes a public relations specialist. The importance of social power and its ability to shape the agenda have increased with new communication technologies, and the development of digital media has also changed the

[1] *https://www.sup.org Access Date: 14.10.2021*

foreign policy environment. Thanks to digital diplomacy, the public sphere expands, transparency and openness are provided. Even if the diplomatic missions are closed, 24/7 public service can be provided thanks to the digital environment. With digital diplomacy, the methods, purposes, actors, protocols and borders in traditional diplomacy no longer matter, and the main addressees of diplomacy are no longer official representations, but the public. Along with digital diplomacy, it created instant diplomacy towards events and the public, and these formations caused spatial changes in diplomacy (Brian and Jan, 2015, p.16). The USA, which is one of the most successful states in digital diplomacy applications, established the "usa.gov" website, which is the first e-government application in the world, in 2000, and in 2007, the US Department of State published the first blog called "Dipnote" within the public diplomacy. In addition, blogs, videos, webcasts, Youtube, Facebook, Twitter, links were included in the US "america.gov" portal, which was designed interactively (Yağmurlu, 2019, p.1272).

Boller also mentions that the actors of diplomacy have changed thanks to the internet that emerged with globalization. The internet has caused more and more different actors to be involved in political and diplomatic processes (Çömlekçi, 2019, p.2). The actors of digital diplomacy; They are actors used in public diplomacy activities such as individuals, civil society, opinion leaders, universities, private sector, global businesses, news and media agencies, pressure groups, supra-state institutions. Regardless of where they are in the world, these actors can interact by becoming a part of digital diplomacy by sharing information about foreign relations by using social media networks via the internet (Yavuz and Kaynar, 2015, p.1). Kurt (2018, p.47) states that due to the abundance of information and the speed of its spread in digital diplomacy, the events in foreign policy are on the agenda of the users. Individuals living in different geographies can form alliances with each other. In fact, country leaders, non-governmental organizations and pressure groups acting collectively with individuals create public space from their social media accounts, turning them into action in writing with hashtags, and visually with photo and video contents. The studies carried out after this action are published on digital news sites. Especially on Twitter, trendtopic news reach decision makers quickly. A tweet by an individual or a collective social media activity can have a global impact with the digital public sphere (Kurt, 2015, p.339).

In summary, digital diplomacy is defined as public diplomacy activities realized through information communication technologies and social media. It can also be said that it is seen as a part of foreign policy activities used by states to inform and connect foreign publics using websites and social media applications, in short, to carry out public diplomacy activities.

The Effects of Social Media Tools in Digital Diplomacy

Thanks to the technology developed as a result of globalization, world leaders and diplomats use social media to communicate directly with the audience they want to influence. Social media is now seen as a unique diplomatic tool by states, and states have the opportunity to announce not only their stances on different issues, but also their ideas around the world, thanks to the appropriate use of social media (Christodoulides, 2005, p.2). Thus, when social media tools are used correctly, government officials help to create a positive image of the country they represent in the eyes of foreign people. As a result of digitalization, diplomats, who communicated with the target audience in electronic environment, started to use social media platforms actively. Social media channels such as Facebook and Twitter have added an important dimension to diplomacy and have made communication very fast and less erroneous (Adesina, 2017, p.8). Due to the transformation in communication, diplomacy always has to adapt and change to certain forms of communication in its own environment. Hocking and Melissen (2016: 1) state that political leaders use Twitter, which is one of the social media platforms, both for promotional purposes and for important diplomatic activities such as gathering information, supporting certain policies, negotiating with more intense masses and providing consular services to citizens abroad. Countries interact with their followers through digital diplomacy practices through their social media accounts and create dialogue channels to convey their foreign policy messages, history, cultures, values and traditions (Manor and Segev, 2015, p.14-47). As an example, Park and Lim (2014, p.72) stated that social media platforms are used in South Korea and Japan to increase the support of the people for the country. Geybullayeva (2012, p.176), on the other hand, states that social media is used as an effective tool in promoting the positive change in Nagorno-Karabakh through public diplomacy. Thanks to social media in the digital world, geographical, economic, cultural and linguistic differences are eliminated, and it is possible to distribute international information equally (Armstrong, 2009, p.1).

Twitter

In recent years, social media, especially Twitter, has offered newly developed communication channels and governments are also accepting the power of these newly developing social media channels. Twitter, which emerged in 2006 and where users post messages known as 'tweets' and interact with each other, has become one of the most visited websites on the internet. Today, many government organizations create Twitter accounts to develop promotion policies, and they state that using Twitter provides efficient information distribution, and also plays an important role in strengthening relations with citizens and other governments (Choo and Park, 2011, p.9).

Twitter was first established by Jack Dorsey on March 21, 2006 as a social networking site (Ovalı, 2020). The concept of Twitter diplomacy emerged with the intense use of Twitter by individuals and institutions that have a say in foreign policy and international studies. With the importance of Twitter diplomacy in foreign policy, it was named twiplomacy by Burson, Cohn and Wolfe (BCW), the global communication agency working on this issue (Ovalı, 2020). Twitter diplomacy has become a form of diplomacy that is effectively practiced by many state leaders, ministers, embassies and state representatives. It is possible to interact not only with the relevant interlocutors, but also with all Twitter users, with tweets posted by corporate accounts or people representing the state (Ovalı, 2020, p.33). Government officials such as Barack Obama, Joe Biden, Donald Trump and Dominic Raab, who have been using Twitter effectively as a foreign policy tool in recent years, have moved their diplomatic missions to the digital universe as rational actors in the international arena. These leaders developed their communication strategies in public diplomacy with digital diplomacy. This has led to an increase in the importance of social networking sites in international politics (Collins and Bekenova, 2018, p.6). Twitter, which plays an important role in political communication, has become an important structural element of social media. Twitter, which is an important communication tool for political actors who provide first-hand news, mostly journalists and politicians, takes place in a timeless network system, becomes a space that allows to exchange information and connect with other users and to publish important news quickly (Lakomy, 2014, p.1). Due to its short content and the speed of information dissemination, users can easily access any information published in real time about another user they are following. This has made Twitter a beneficial area for politicians who use it to get very important, short and precise information directly from its source. Now, while the actors in the political arena have a tool that will enable them to intervene in national and international events instantly, journalists and citizens can follow many politicians at the same time. This method is Twitter's ability to instantly publicize information that is important to its sender and broader audience. Sandre (2013, p.1) states that Twitter is the fastest growing social media platform and at the same time is a complete transition tool to digital diplomacy for many political actors around the world.

If we look at the biggest change that Twitter has brought to foreign policy, it is seen that national or political statuses have disappeared, unfiltered information spreads rapidly, and it is an area that is quite open to interaction around the world. With the development of the technology sector and the world becoming a 'global village', information sharing is increasingly democratizing. Thus, it becomes possible for citizens and civil society to criticize governments because of statements made by political actors (Schwarzenbach, 2015, p.1). Twitter has become a highly preferred area especially for diplomats, and Yepsen (2012, p.14) explained the reason for this with the two-way participation and rapid communication feature of Twitter, which is necessary in public diplomacy. Digitization of diplomacy causes political actors to reshape their roles in diplomacy by keeping up with the times. The digital platform enhances a country's leader's ability to communicate with the people of a foreign country, engage with significant audiences, and manage the image of his home country. Manor (2017, p.1) can help political actors to understand the world that is in a state of constant crisis by carrying out digital diplomacy activities through Twitter, reduce the anxiety and tension of this audience by suggesting information sources and important websites, and fight against the spread of fake news. In addition, while promoting their own countries to other countries by using social media within the framework of their digital diplomacy activities, they can also direct them to different cultures, norms and values. For this reason, it is important that the posts made by political actors on Twitter are examined in detail by digital gatekeepers first, and that they pay attention to the extent to which the messages support the policy goals in order to avoid any diplomatic conflicts (United States Department of State, 2012, p.154).

Although it changes the structure of diplomacy by adapting to technologies, it can be said that the essence, aims and values of public diplomacy have never changed, even if it is digital (Sandre, 2013, p.27). As mentioned above, one of the reasons why Twitter is preferred in diplomacy is that it is a very practical tool for transmitting short messages and getting feedback from users instantly. That's why Twitter is the most popular platform among other social media tools and is gaining more and more importance around the world. Individuals do not have trouble accessing the world leaders they follow, and world leaders are able to convey their ideas directly to their followers, easily get involved in politics, universalize discussion environments, and become international civil society and international unofficial diplomats (Dinata, 2014, p.6). Thus, political actors can communicate directly with each other and with the citizens on the events experienced, and when they carry out their digital diplomacy activities correctly, interstate conflicts are reduced and a positive image can be created.

Method

The study was conducted in the 45th US. It is intended to evaluate the role of President Donald John Trump's digital diplomacy through Twitter. In this context, the main research question of this study is to examine the types and forms of digital diplomacy activities that have been the intensive application of the classical understanding of diplomacy in recent years. Although there are different forms of digital diplomacy practices all over the world, the question of how digital diplomacy practices conducted by Trump via Twitter are a sample area within the scope and limitations of this study is the main problem to focus on in the study.

Although no one compatible academic study has been found in the literature review conducted on the subject of this research, certain dimensions of relevant studies have been identified. In this context, for example, examples of theoretical studies on the effects of digital diplomacy on international relations have been seen (see: Verrekia, 2017). In addition, there are academic studies that address the transformations that Twitter has led to in digital diplomacy (see Duncombe, 2018). There have also been some studies on how digital diplomacy is used by Trump. For example, Nantogno's research conducted in 2019 is aimed at comparing the practices of digital diplomacy of Trump and Obama. Among the related reviews, the closest study to the subject of this study was conducted by Šimunjak and Caliandro in 2019, “Twiplomacy in the age of Donald Trump: Is the diplomatic code changing?" it has been determined that the study is. In this study, the diplomacy activities carried out by Trump via Twitter have been analyzed in terms of countries and leaders. Although a general perspective on the subject has been established in the relevant reviews, this study differs in that Trump categorizes digital diplomacy activities under the sub-components of diplomacy and applies them to analysis. Thus, this study aimed to make an original contribution to the literature in terms of subjecting Trump's use of Twitter to content analysis within the general frameworks of diplomacy.

In this study, qualitative content analysis method will be used as the research method. The study is a qualitative research aimed at determining how Trump uses Twitter in terms of content. Dec January January 20, 2017 to January 20, 2021, Trump's tweets on diplomacy issues were used as the basis for the selection of the data needed on the subject. Of the 376 relevant tweets that could be identified, 13 tweets were included in the study by purposive sampling from improbable sampling methods. In the process of collecting data within the scope of the research, the document review method was used. Classical content analysis is a method that analyzes the contents of the material to be analyzed and acts systematically within the framework of certain rules in order to analyze the existing communication dimensions and to make inferences about the non-existent social reality such as source, target and environment (Früh, 2001, p.119-132; Mayring, 2015, p.12-13). Although content analysis is only seen as a suitable method for the analysis of the contents of mass media research, it is actually a method that can analyze all communication content produced for novels, historical and literary works, religious and divine texts, inscriptions, archives and the public, beyond mass media (Gökçe, 2019, p.35). However, Kracauer (1952, p.631- 642) expresses qualitative content analysis as a complementary model to classical content analysis, not as a model against classical content analysis. Quantitative content analysis adopts a deductive approach, while qualitative content analysis adopts an inductive approach. Quantitative content analysis adopts a deductive approach, while qualitative content analysis adopts an inductive approach. There is no sequential analysis in qualitative content analysis, that is, there is a continuous transition between the stages. In summary, data are collected, analyzed and interpreted simultaneously in the research.

Research

In the research, tweets sent by D. Trump from his official twitter account between January 20, 2017 and January 20, 2021 will be analyzed by content analysis method. While determining the actors subjected to the analysis, for Köni (1982, p.10) to accept a unit or element as an actor in international relations; a) clearly and unequivocally, b) to have a certain decision-making capacity in the international arena, c) to be more or less dominant, d) to be an autonomous unit that can exert influence over other actors, and e) most importantly, the actors who have a say in international relations and have more or less the power to influence, based on the definition that they should have such as the ability to survive for a certain period of time; National states, Individuals, National Non-Governmental Actors (NGOs), International Organizations (such as IMF, UNESCO, WHO, OPEC, UN, OSCE…), Transnational Groups and Organizations (such as the World Federation of Trade Unions, the World Union of Churches...). In this context, the actors in question were determined as separate categories, and the analyzed tweets were analyzed in this direction.

National States

Under this category, national states, which are the most important actors of classical diplomacy and thus digital diplomacy, are discussed. Trump's tweets against different states, which force the understanding of diplomacy, will be analyzed under this category.

The first example that can be examined under the category of national states in Trump's tweets is the statement he made about the chemical attacks in Syria. The said explanation is as follows:

"Russia vows to shoot down any and all missiles fired at Syria. Get ready Russia, because they will be coming, nice and new and "smart!" You shouldn't be partners with a Gas Killing Animal who kills his people

and enjoys it!" — Donald J. Trump (@realDonaldTrump) 11 April 2018.[2]

In this statement, Trump used harsh expressions against Syria and indirectly against Russia, in a way that disregards the classical diplomatic courtesy. To characterize Syria's activities as "animalism" can be read as an unacceptable accusation of a state, especially a leader. At the same time, it is seen that similar heavy accusations and threats are clearly expressed in this tweet, although it is not very clear if Russia acts in cooperation with Syria.

Another tweet that can be evaluated in the category of national states is Trump's tweet after the USA's statement that "Turkey will soon take action for the operation in northern Syria, but the USA will not be involved in the operation and will not support it". In this tweet, US President Donald Trump threatens to completely destroy Turkey's economy if it exceeds the limits of possible operation:

"As I have stated strongly before, and just to reiterate, if Turkey does anything that I, in my great and unmatched wisdom, consider to be off limits, I will totally destroy and obliterate the Economy of Turkey (I've done before!). They must, with Europe and others, watch over..." — Donald J. Trump (@realDonaldTrump) October 7, 2019.[3]

In this tweet, Trump is openly threatening the state of the Turkish Republic. In this tweet, which can be said to be completely outside the understanding of diplomacy, Trump can clearly state that he can easily destroy a state's economy, and moreover, he has done it before without hesitation. However, apart from diplomatic practices, he can voice his contact with a terrorist organization as a solution proposal regarding the international balances in the region.

Another example of tweets in the nation states category is Trump's tweet containing statements about Corona Virus:

"Some wacko in China just released a statement blaming everybody other than China for the Virus which has now killed hundreds of thousands of people. Please explain to this dope that it was the "incompetence of China", and nothing else, that did this mass Worldwide killing!" — Donald J. Trump (@realDonaldTrump) May 20th 2020.[4]

In this tweet, the problems related to a virus that affected the whole world were identified with a country, and Trump did not hesitate to completely destroy a possible epidemic on a state by describing this virus as a "China Virus".

Individuals (Political Leaders)

Under this category, individuals, who are another actor in diplomacy, will be discussed, and in this context, Trump's tweets, which target the leaders of different states, are evaluated.

The first tweet that can be examined in this context is Trump's tweet in which he expressed his thoughts on what happened in the city of Duma in Syria:

"Many dead, including women and children, in mindless CHEMICAL attack in Syria. Area of atrocity is in lockdown and encircled by Syrian Army, making it completely inaccessible to outside world. President Putin, Russia and Iran are responsible for backing Animal Assad. Big price..." -Donald J. Trump (@realDonaldTrump) Apr 8th 2018.[5]

In this tweet, a head of state was explicitly described as an "animal." Whatever the reason may be, it is not acceptable to characterize a head of state as such in diplomatic traditions. Moreover, while using this characterization, Trump implicitly threatens other statesmen.

In another tweet analyzed under the category of individuals, Trump also targets Prime Minister Justin Trudeau of his neighbor, Canada, whom he is confronted with due to additional customs duties on social media:

"PM Justin Trudeau of Canada acted so meek and mild during our @G7 meetings only to give a news conference after I left saying that, "US Tariffs were kind of insulting" and he "will not be pushed around." Very dishonest and, weak. Our Tariffs are in response to his

[2] *https://www.ntv.com.tr Access Date: 03.09.2021*

[3] *https://www.bbc.com Access Date: 03.09.2021*

[4] *https://www.thetrumparchive.com/ Access Date: 03.09.2021*

[5] *https://www.cumhuriyet.com Access Date: 04.09.2021*

of 270% on dairy!" — Donald J. Trump (@realDonaldTrump) Jun 9th 2018.[6]

In this tweet, a head of state was similarly described as "dishonest and weak". Trump continues to disregard the traditions of diplomacy by voicing these and similar heavy accusations against state leaders with whom he has the slightest problem.

In another tweet that can be considered in this category, Donald Trump called London Mayor Sadiq Khan a "cold loser" after criticizing the mayor's and the British government's decision to offer Trump a state visit:

"@SadiqKhan, who by all accounts has done a terrible job as Mayor of London, has been foolishly "nasty" to the visiting President of the United States, by far the most important ally of the United Kingdom. He is a stone-cold loser who should focus on crime in London, not me......" — Donald J. Trump (@realDonaldTrump) Jun 3rd 2019.

In this twe[7]et, too, Trump has shown that he can direct his heavy accusations not only to heads of state but also to state officials at different levels without hesitation. Not only the heads of state, but also almost every elected leader, including mayors, can take his share from Trump's heavy accusations. Qualifications such as "foolishly" "nasty" and "stone cold looser" used for the mayor in this tweet can be considered as expressions that do not fit into the scope of diplomacy.

Non-Government National Actors

One of the important pillars of diplomacy is non-governmental actors. Although there are different explanations in the literature about which units the actor in question will cover, structures such as NGOs and pressure groups are mostly discussed under this category.

In the first tweet reviewed under this category, Trump said that NYC's 'Black Lives Matter' painting in front of Trump Towers is a 'symbol of hate':

"....horrible BLM chant, "Pigs In A Blanket, Fry 'Em Like Bacon". Maybe our GREAT Police, who have been neutralized and scorned by a mayor who hates & disrespects them, won't let this symbol of hate be affixed to New York's greatest street. Spend this money fighting crime instead!" — Donald J. Trump (@realDonaldTrump) Jul 1st 2020.[8]

In this tweet, Trump has clearly revealed his stance against the phenomenon of criticism and protest, which is a usual phenomenon in Western democracies. Trump, who does not hesitate to use qualifications such as "pigs" for the pressure group in question, invites the authorities to take strict and police measures instead of showing democratic and diplomatic maturity against this protest.

"...These THUGS are dishonoring the memory of George Floyd, and I won't let that happen. Just spoke to Governor Tim Walz and told him that the Military is with him all the way. Any difficulty and we will assume control but, when the looting starts, the shooting starts. Thank you!" — Donald J. Trump (@realDonaldTrump) May 29th 2020.[9]

The murder of George Floyd, which had a great impact all over the world, caused great demonstrations and protests in many countries, especially in the United States. Such actions can be individual and spontaneous, as well as organized and organized with the support of related NGOs. This event, which has brought the issues of human rights and freedoms to the agenda again and strongly around the world, has manifested itself with the unfolding of hate speech by Trump. In his tweet on this subject, Trump does not hesitate to associate these acts with "looting" in the face of the rightful reaction of the public and NGOs, and clearly states that he will not hesitate to take "armed" and police measures against these actions.

International Organizations

Another important actor of diplomacy is the international organizations. Under this category, Trump's tweets with negative content about international organizations such as the UN, EU and WHO are analyzed.

"Too bad that the European Union is being so tough on the United Kingdom and Brexit. The E.U. is likewise

[6] *https://thehill.com Access Date: 04.09.2021*

[7] *https://www.reuters.com Access Date: 04.09.2021*

[8] *https://www.nbcnews.com Access Date: 05.09.2021*

[9] *https://www.thetrumparchive.com Access Date: 10.09.2021*

a brutal trading partner with the United States, which will change. Sometimes in life you have to let people breathe before it all comes back to bite you!" — Donald J. Trump (@realDonaldTrump) April 11, 2019.[10]

Today, international organizations are extremely important and indispensable because many important fields such as politics and economy have crossed national borders and gained international dimensions. As a result of globalization, such organizations have a decisive influence on national and international policies. In this context, almost every country becomes a member of such organizations and attaches great importance to acting with them. Contrary to the general belief, Trump's approach on this issue is based on discrediting such organizations. Trump's reaction to the EU is clearly seen in his tweet on the occasion of trade relations. Stating that the commercial relations with the EU will "change" as soon as possible, Trump describes the EU as "brutal" and tries to present this organization as an organization that will "bite" them.

"The badly flawed Paris Climate Agreement protects the polluters, hurts Americans, and cost a fortune. NOT ON MY WATCH! I want crystal clean water and the cleanest and the purest air on the planet – we've now got that!" — Donald J. Trump (@realDonaldTrump) Sep 4th 2019.[11]

Environmental problems are seen above the sovereignty of the nation-state and are an inevitable part of the international arena. With this aspect, environmental policies are inevitably handled on a global scale, and the policies related to the subject are carried out largely under the determination of relevant international organizations. The United Nations Framework Convention on Climate Change, which is extremely important and effective on the environment, has an important mission in determining global policies on the environment with the participation of many countries. In his tweet under review, Trump did not hesitate to accuse international efforts and initiatives in this regard as "bad, flawed" without justification. In addition, he clearly states that he considers international initiatives on the subject unnecessary on behalf of himself and his country, and he clearly declares that he will not take any responsibility for this.

Transnational Groups and Organizations

It is generally accepted that in modern diplomacy approaches, besides states, individuals, international organizations, transnational groups and organizations of different nature have an important role in recent times. Under this category, tweets directed at groups such as immigrants, women's movement and media world within the scope of transnational structures in diplomacy are analyzed.

"Republicans feel that Social Media Platforms totally silence conservatives voices. We will strongly regulate, or close them down, before we can ever allow this to happen. We saw what they attempted to do, and failed, in 2016. We can't let a more sophisticated version of that...." — Donald J. Trump (@realDonaldTrump) May 27th 2020.[12]

In today's world, where digitalization and social media have spread to many areas of life, many approaches and studies are carried out on these issues outside of academia and academia. Especially since the power of social media in influencing individuals and society is known, the effective use of this medium by the states is of great importance in terms of national and international policies. Despite this widespread acceptance, Trump underestimates social media, which is a transnational power, at every opportunity, and moreover clearly states that he will not hesitate to put pressure and censorship mechanisms into action against them. He clearly shows in the tweet discussed above that he will not hesitate to use his power over people and groups who exercise their right to democratic opposition, especially against him and the political understanding he represents in these media.

His insensitive tweet about the attack on the satirical newspaper Charlie Hebdo in Paris in 2015, in which 12 people were killed and 11 injured, garnered quite a reaction:

[10] *https://www.newsweek.com Access Date: 10.09.2021*
[11] *https://climate.law.columbia.edu Retrieved 09.15.2021*
[12] *https://www.washingtonpost.com Access Date: 15.09.2021*

"If the morons who killed all of those people at Charlie Hebdo would have just waited, the magazine would have folded - no money, no success!" — Donald J. Trump (@realDonaldTrump) Jan 14th 2015.[13]

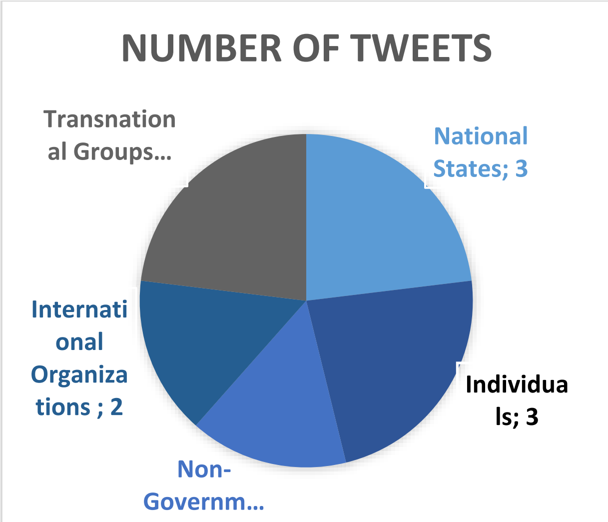
The Charlie Hebdo attack, which had wide repercussions all over the world at the time it took place, was intensely discussed in various dimensions. The point that draws attention in Trump's tweet on this issue is that, rather than the content of the issue, the failure of a press organization, its lack of money and therefore its doom to go bankrupt. In this tweet, it can be said that the important issue for Trump is not the attack and its consequences, but it is natural for a media organization to collapse due to lack of money and failure.

In a post on his official Twitter account on Sunday, July 14, President Trump described Muslim female Congressmen Ilhan Omar and Rashida Tlaib, as well as Alexandria Ocasio-Cortez and Ayanna Pressley, as "progressive" Democrat members of Congress. He also used the phrase "a complete disaster in the world, the worst, most corrupt and most ridiculous countries in the world" for the countries of the women members whom he claims to be immigrants.

"So interesting to see "Progressive" Democrat Congresswomen, who originally came from countries whose governments are a complete and total catastrophe, the worst, most corrupt and inept anywhere in the world (if they even have a functioning government at all), now loudly......" — Donald J. Trump (@realDonaldTrump) July 14, 2019.[14]

Human rights and freedoms, and in this context, women's rights constitute one of the important pillars of democratization around the world. In this context, there are many transnational organizations that are sensitive to this problem and try to solve existing problems. These organizations, which are highly appreciated by the states and the international community, have had their share of Trump's hate speech on several occasions. In his tweet, which is analyzed as an example, instead of using a solution-oriented expression regarding this problem, Trump deflects the issue from its purpose and insults the sensitivity in this direction, by using the corrupt, ridiculous and bad characterizations of the women in question for their country.

A total of 13 tweets were considered in the five categories identified in the analysis. 2 or 3 tweets fall into each category. The graph below shows how many tweets have been reviewed in which category.



Graphic 1. Number of Tweets in Categories

In all of the tweets examined, Trump's statements, which are extremely negative in the context of public diplomacy, were found. A total of 30 negative statements were found in the content of the 13 tweets examined. The negative statements in question can be seen in the following word cloud:

Figure 1. Negative Statements Mentioned in Trump's Tweets

[13] *https://www.independent.co.uk Access Date: 09.15.2021*

[14] https://www.cbsnews.com Access date: 16.10.2021

Each of Trump's tweets reviewed contains negative statements, and such statements ignore the minimum language of courtesy and diplomatic respect required by the field of public diplomacy.

Figure 2. Donald Trump Twitter Account (Source: Yüksel, 2020, p.17)

Trump has tweeted more than 56,000, with more than 88 million followers since he created the account in 2009.[15] When we look at the tweets analyzed, it is seen that Donald Trump uses an informal language in his tweets, and the language, structure of his posts and the elements that can directly or indirectly affect foreign policy are far from the understanding of diplomacy.

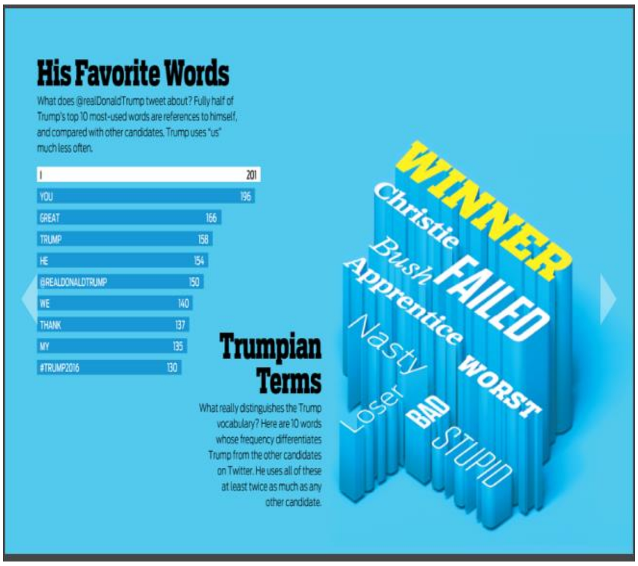


Figure 3. Trumpian Terms[16]

As seen in Figure 3, it is noteworthy that the words Trump has used since 2009, especially during his presidency, are far from the language of diplomacy and are harsh. It is seen that the words he uses most in his tweets are "nasty, bad, loser, stupid, failed" and he uses these words in the international relations dimension.

Conclusion

The term diplomacy is often defined in the literature as attempts by the state through foreign governments to influence and manage international events. However, diplomacy is limited to peaceful means of securing foreign policy goals and is also used to express the rules of politeness on the international field (Heywood, 2015, p.86). New forms of application of diplomacy with the opportunities provided by the development of Internet technologies have led to the formation of a new concept called 'digital diplomacy'. Digital diplomacy has entered the literature as a term that refers to the use of social media for diplomatic purposes, especially (Bjola & Holmes, 2015, p.5). It is worth noting that the element of diplomatic courtesy, which has been persistently emphasized in the literature of diplomacy in the classical and modern sense, has greatly decreased in recent years. It is even witnessed that expressions such as threats, humiliation, insults, etc., which push the boundaries of diplomatic language, can be used by the authorities without proper place. It is possible that this situation can be characterized as an irony in the name of diplomacy. Therefore, this study focuses on the ironic dimensions of Trump's activities in the field of digital diplomacy.

The concept of diplomacy has evolved with the developing technology and has been moved to the digital environment. World leaders now carry out their diplomacy activities through social media tools, and interact with the target audience through Twitter, where two-way communication has been used effectively in recent years. In order to change the perceptions of the societies in the desired direction, they act with the principle of using softer instruments instead of the hard power

[15] *https://www.tweetbinder.com Access Date:14.03.2021*

[16] *Source: https://www.politico.com*

elements of classical diplomacy such as threats, deterrence and economic sanctions. Twitter stands out as the most common and effective social media where digital diplomacy is carried out in social media used as a diplomacy tool. Thanks to Twitter, the masses carry protests such as the Arab Spring, George Floyd and the Gezi Events to the digital environment, and they spread their messages worldwide by directly transmitting them. From this perspective, although social media platforms strengthen the public relations activities of governments, they also cause interactions that can lead to unexpected and unwanted dialogues. For this reason, it is useful to consider the soft power element while carrying out digital diplomacy activities. Donald Trump is one of the leaders with the most followers on Twitter, so every tweet he sends directs foreign policy. The purpose of this study is to evaluate the role of digital diplomacy of Donald John Trump, the 45th President of the USA, on Twitter. The data were analyzed with the qualitative content analysis method, and it was revealed that the language he used while using social media was far from the language of diplomacy due to Trump's tweets. According to the findings obtained as a result of the research, it is noteworthy that Trump exhibits a racist attitude with his tweets on Twitter, one of the social media channels, both for himself and for the citizens and administrations of other countries. When we look at the data, it is seen that in Twitter, which has a high level of interaction, soft power elements are not used in the content of Trump's tweets, therefore, there is no national and international dialogue. It has been concluded that his tweets have reached the level of sarcastic, insulting and even hate crime, and therefore can be called digital diplomacy irony.

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RESEARCH ARTICLE

Gathering Public Opinion about an Architectural Project: A Text Mining Approach

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Abstract

Public opinion is growing in importance due to the widespread use of social media and the fact that people freely express their opinions on any subject on social media. It is important to include the public in the built environment because it may provide valuable feedback and enable people to share their skills, contribute to the creation of a solution and a choice, and raise awareness of the value of their neighborhood. The article aims to propose a framework for evaluating how an architectural project is perceived by the general public via the use of a machine learning model. The Tulip Tower in London has been selected as a case study to demonstrate how this framework can be applied in practice. Tweets about the Tulip Tower in London from 2018 to 2021 were collected and then have been reviewed and scored. According to the findings, this approach enables the project's current public opinion to be tracked, public concerns to be identified and addressed in real-time in the early design stage, and the project to be re-evaluated in light of the data collected.

Key Words: *Public Opinion, Text Mining, Architectural Design.*

Öz

Sosyal medyanın yaygınlaşması ve insanların sosyal medya üzerinde herhangi bir konuda görüşlerini özgürce ifade edebilmeleri nedeniyle kamuoyu görüşünün önemi artmaktadır. Değerli geri bildirimler sağlayabilecekleri ve insanların becerilerini paylaşmalarına, bir çözüm ve seçim oluşturulmasına katkıda bulunabilecekleri ve yaşadıkları yerin değeri konusunda farkındalık edinebilmeleri amacıyla, kamoyunu yapılı çevreye dahil etmek önemlidir. Makale, bir mimari eserin genel halk tarafından nasıl algılandığını bir makine öğrenimi modeli kullanarak değerlendirmek için bir çerçeve önermeyi amaçlamaktadır. Londra'daki Tulip Tower, bu çerçevenin pratikte nasıl uygulanabileceğini göstermek için bir vaka çalışması olarak seçilmiştir. 2018'dan 2021'e kadar Lale Kulesi (The Tulip Tower) ile ilgili tweetler toplandı ve ardından analiz edilip ve puanlanmıştır. Elde edilen bulgulara göre bu yaklaşım, projenin mevcut kamuoyunun takip edilmesini, kamuoyunun endişelerinin erken tasarım aşamasında gerçek zamanlı olarak tespit edilmesini ve ele alınmasını ve toplanan veriler ışığında projenin yeniden değerlendirilmesini sağlamaktadır.

Anahtar Kelimeler: *Kamoyu Görüşü, Metin Madenciliği, Mimari Tasarım.*

Introduction

Architecture is often thought of in terms of elevations and architectural aspects, omitting to evaluate of its true essence in the process. Using the example of the Chinese philosopher Lao Tzu, Cresswell (2005) explains that Frank Lloyd Wright used to enjoy using the example of the Chinese philosopher Lao Tzu to illustrate this point. Centuries ago, poet Lao Tzu pondered, "What is the substance of the cup?" he inquired in a lyrical manner. "It is the space contained inside the cup that makes it functional." That which provides significance to a cup is the space it holds; this is the core of what the cup is all about. Wright used to say, in a similar vein to Lao Tzu, that the essence of architecture is the three-dimensional space(s) created for human habitation. According to Wright, all excellent architectural qualities are human values, else they are not worthwhile (Creswell, 2005). Throughout the ages, the true essence of architecture has been human. The result is that architectural movement has taken its cues from human perception and ideation. For example, while architects and architectural critics were slow to warm up to the Baroque style, the general people welcomed it (Bianco, 2016). Modernism, on the other hand, was detested by the general population, who thought it was monotonous since it lacked ornamentation, then Post-Modernism was well-received while being despised by architects (Celiker & Cavusoglu, 2005).

Public opinion in architectural processes is supported by a large body of literature (Bakri et al., 2015). Effective involvement will enable the opportunity for long-term sustainability to be accomplished. Moreover, it contributes to the development of community commitment and ongoing participation in the program, so promoting the notion of shared responsibility. It is crucial to have public involvement in the built environment because it may give useful input and allow people to share their expertise, aid in the development of a solution and a choice, and increase awareness of the significance of the place where they live (English Heritage, 2008). Because according to the findings of the research, despite the fact that specialists in the built environment (such as architects, planners, landscape designers, surveyors, and engineers) and the general public have vastly different expertise and objectives, they are still complementary (Mullins, 2006; Wyatt, 2004). Until the last decade, it has been gathered using traditional methods, through deliberative polling, focus groups, public hearings, or surveys. But, with the growth of Internet usage over the last decade, public opinion research has undergone a transformation. The Internet is used by 93% of Americans to connect and seek information (Perrin & Atske, 2021). As a result of this change in behavior, there has been a shift in the way public views are collected and analyzed, as people's motivation to engage in surveys has decreased (Newport, 2011). There is an increasing push for researchers to look into new data sources, particularly social media, in order to keep up with this paradigm change (Japec et al., 2015). While this is going on, computational social scientists are inventing and implementing new tools to better analyze people's behavior in digital settings(Stroud & McGregor, 2018), which is paving the way for multimethod confirmation of conventional social science surveys and experiments (Shah et al., 2015).

To establish the public's perception of the worth of architectural projects, the paper uses a groundbreaking technique to analyze social media comments. The aim of this study is to present a framework for the evaluation of the perception of an architectural project in the public eye by using a machine learning model. This approach can also facilitate the delivery of real-time monitoring of public opinion in order to make revisions to architectural projects and advance in an interactive manner with the public.

Design and Perception

Despite the widespread recognition that monitoring and comprehending the design process is a difficult task, only a small number of research have taken into account the perceptual reactions of participants in the design decision-making process (Bates-Brkljac, 2013; Cross, 2003). In the literature, studies have shown that there are considerable perceptional discrepancies between architects and the general public (Coeterier, 2002), a communication gap between architects and their customers(Watts & Hirst, 1982), and a large perceptional difference between the general public and designers (Mullins, 2006). These distinctions are the most compelling evidence of how people's perceptions of art and architecture alter as a result of their backgrounds.

Historically, the subject of perception of art and architectural projects can be attributed to Palladio and Giovanni Battista Piranesi, who depicted great buildings in a variety of rich paintings(Bates-Brkljac, 2013). Many artists have generally accepted the perception of the work as "art" and attach importance to this issue (Fraser & Henmi, 1994). Several researchers believe that presentation has a substantial influence on perception (Evans, 1997; Hägen, 1986). Their argument is that the presentation functions as a filter for a style of seeing and generates its own recollection, predating, and prefiguring perceptions in the process (Fraser & Henmi, 1994). Using the presentation, it is possible to produce the desired impression while simultaneously changing the current perception. The dynamics of the presentation should also be tailored to the audience's perception of the content. Consequently, if the value of an architectural project is related to its presentation, and the manner in which the presentation will be made is closely related to the perception of the public opinion, the measurement of public opinion becomes increasingly important in determining the value of the architecture work.

Furthermore, there is a significant relationship between perception and participatory design. Due to the fact that there is still a very limited level of cooperation between designers and users, some individuals are even critical of how architects deal with local contexts and environmental challenges while developing constructed environments (Sanoff, 2000). Recently, several designers and planners have advocated for the inclusion of the community in the design of public places. It is becoming more fashionable to include community interaction in effective urban design, and it has also become a common focus in design education. Engaging all stakeholders, including experts, business partners, and end-users in the design process is a key component of Participatory Design. The goal of Participatory Design is to produce a final product that fits the requirements of all stakeholders(Robertson & Simonsen, 2012). Interest in public engagement in the building of public spaces has risen due to the awareness that individuals have the ability to influence design choices based on their own cultural values (Moomaw, 2016). Using bottom-up methodologies, participatory designers look into, comprehend, and encourage the mutual learning processes that emerge among participants throughout the design process. The involvement of users and other stakeholders in the design process is unavoidable (Kensing & Greenbaum, 2013). For the best creativity and to include users as design partners, a designer should have an understanding of what it takes to support a communal design process within academic and practical methods (Sanders & Stappers, 2008). A participatory design technique may enhance public space design and community knowledge of their surroundings by allowing designers to learn about their target audience's real-world situations(Howarth et al., 2017). To have a thorough grasp of the design process, it is critical to understand how it should be structured and who should be participating in the design effort.

Traditional methodologies: A Perspective on Surveys as Public Opinion Measurement Tools

Attempting to capture all important viewpoints on a subject via any technique of public opinion collection is impossible. This is true whether the approach is deliberative polling, focus groups, public hearings, or standard surveys (Chen & Tomblin, 2021). Experts are unable to grasp the whole complexity of these problems or to know all of the appropriate questions to ask, nor are they able to reflect the cultural values and interests of ordinary individuals (Sarewitz, 2015). As a result, it is required to evaluate a diverse range of concerns pertaining to difficult themes. Traditional approaches have flaws since they include a small number of individuals, pose the risk of being provoked by questions, and result in a group of participants in conversations who are more likely to adopt the ideas of the dominant group than the opposing group (Powell et al., 2011). Therefore, a disinterested public can be included in consultation strategies such as public hearings, polls, and debates, according to Fiorino (1990) which could assist to offset biases resulting from selective participation in consultation methods. A common practice among survey analysts is to aggregate the data they collect and analyze; although this has the benefit of summarizing the distribution of public impressions, it has the disadvantage of possibly marginalizing less often heard viewpoints. In other words, it has the potential to result in the consideration of Pervasive views. When it comes to specific issues that are directed towards minorities rather than the majority, minorities may provide valuable insights that are otherwise overlooked (Fishkin, 1992). Furthermore, data gathering for high-quality surveys is time-consuming and expensive, necessitating the expenditure of large financial resources to recruit and encourage participants (Klašnja et al., 2015).

Using social media with Text Mining Approach

In order to get a better understanding of public opinion, public opinion researchers have begun to compare the nature of survey data with data from social media sites. In contrast, to survey data, which is manufactured or produced, it is considered that social media data is organic in nature and hence reliable (Groves, 2011). Furthermore, it can offer an opportunity to gather opinions from members of marginalized groups that may be difficult to recruit for surveys. Social media has been identified as a space where members of counter-publics may express their concerns and rights, according to communication researchers (Chen & Tomblin, 2021). In addition, depending on the platform, gathering public comments through social media could be less expensive than traditional methods.

Furthermore, when compared to survey datasets, social media databases can be enormous (Shah et al., 2015). This makes it feasible to reach out to the views of the general public without being influenced by bias. Additionally, it distinguishes itself from surveys by providing access to real-time data and being simple to repeat.

To effectively monitor social media, it is necessary to have the capacity to automatically analyze and comprehend vast amounts of text-based data. Text mining is the term used to describe this activity. Text mining is the practice of automatically extracting relevant information and knowledge from unstructured natural language text using machine learning techniques (Talib et al., 2016). Opinion mining, to put it another way, is a unique sub-field of text mining that is concerned with automatically deducing the polarity of an individual's opinion (positive, neutral, or negative, agree or disagree, and so on) linked with natural language writings (Liu, 2015).

Methodology

To provide that, sentence-level sentiment analysis on social media is used to understand the effects of the architectural projects. The sentiment analysis is a method for predicting the emotional state of a text by determining how positive, neutral, or negative the content is. The approach given categorizes sentiment polarity as positive, negative, or neutral. The sentiment analysis workflow is depicted in Figure 1.

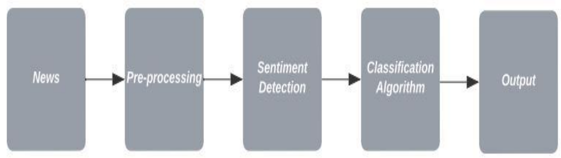

Figure 1. The workflow for sentiment analysis

The system is comprised of five major modules: data gathering, data pre-processing, data processing, classification, and output analysis.

(a) Data gathering: It begins by selecting a topic, and then data containing that term is gathered. This dataset was created for this study. Using keywords and hashtags connected to the architectural project, a dataset of tweets taken from the United Kingdom Twitter stream from November 2018 to December 2021 was found and collected. Tweets were gathered with the help of the scraping tool. The tool was used to extract large amounts of data from websites.

(b) Data pre-processing: During the stage, the data is filtered to remove missing noisy and inconsistent data. Pre-processing tasks include the following: (1)Removing URLs, special characters, punctuations, numbers, etc. (2) Removing stop words (3)Stemming (4) Tokenization. The retrieved tweets were then pre-processed in order to prepare them for automated categorization using machine-learning methods, which were then performed. This procedure included the removal of unnecessary information from tweets and the translation of tweets into numeric vectors that could be handled by a machine-learning algorithm once they were preprocessed. The initial stage in preprocessing is designed to extract just the most useful content from each tweet; for example, links and mentions are removed from the final output. It is temporarily abandoned for reasons of text mining elaboration, but it is revisited for the sake of temporal trend analysis when a tweet is sent. Hashtags were converted to single words by removing the "hash (#)" symbol from the beginning. At the end of the process, a case-folding operation is performed on the texts to transform all characters to lower case form. In specifically, each tweet was initially transformed into the collection of words that it contained before being analyzed further (tokenization). Then, tokens that provided little or no valuable information to the text analysis, such as articles, conjunctions, prepositions, and pronouns, were removed from consideration (Stop-word filtering). Following the removal of suffixes from the remaining tokens, their stems, or basic forms, were determined in order to group words that had semantically similar meanings (Stemming). Then, stems that were not related to the investigation were removed (Stem filtering). During the supervised learning step, a collection of relevant stems was selected and documented.

(c) Data Processing (Sentiment Detection): The primary objective of Sentiment Analysis is to determine the polarity of particular news. "Positive", "Negative", and "Neutral" polarity are the three types of polarity. Polarity identification is accomplished by the use of several lexicons, which aid in the calculation of sentiment strength, and sentiment score.

(d) Classification Algorithm: In sentiment analysis, there are two main approaches: supervised learning and unsupervised learning. Sentiment classification of news data is performed using supervised machine learning techniques such as Nave-Bayes, SVM, and Maximum-Entropy. The efficiency of a classifier is determined by which datasets are utilized for which categorization techniques. In the case of Supervised machine learning techniques, training datasets are utilized to train the classification model, which subsequently aids in the categorization of test data.

(e) Output analysis: The basic idea behind sentiment analysis is to transform unstructured data into important or meaningful data. Following the completion of the analysis, the findings show which tweet is in which category.

Case Study

Using a machine learning model, the article proposes a framework for evaluating how the public perceives an architectural project in order to improve future architectural project evaluations. The Tulip has been selected as a case study to demonstrate how this framework can be applied in practice. Since this article aims to show the importance of public opinion in the design process, this architectural project, which is still in the planning stage, has been chosen.

Figure 2. The Tulip in London (BBC, 2019)

Designed by British architects Foster + Partners, Tulip would be the City of London's tallest skyscraper and one of its most controversial buildings, standing at 1,000 ft (305 m) (BBC, 2021). Tweets taken from the United Kingdom Twitter stream about Tulip from 2018 to 2021 were collected, and the steps stated in the "3.2 methodologies" were followed throughout the collecting as well as throughout the application phase. As a result, the following findings have been reached.

According to the data collected, there were a total of 3,652 tweets on the architectural project between November 2018 when it first appeared on the public agenda, and December 2021. Table 1 shows a selection of the tweets that have been reviewed and scored.

Table 1. Examples of tweets included in the training set.

Text of tweet	Classification label
"Let's face it, it's very optimistic!"	Positive
"City planners give green light to Foster + Partners "The Tulip" tower. It will have a total height of 305.3 meters – making it the second tallest building in Western Europe after the Shard."	Positive
"The Tulip: Plans unveiled for 1,000ft skyscraper in London"	Neutral
"I don't understand why humans are so stupid. This is not a 'Tulip'. How many sodding viewing towers does London need? Why do architect humans have to do whatever rich people tell them to?"	Negative
"Foster + Partners' Tulip tower was rejected by the UK government and dismissed planning proposals for a 305-meter-tall tourist attraction in the City of London over concerns about embodied carbon and the quality of its design"	Negative
"The iconic tulip-shaped tower, already an icon of the city before it was even built, will not be erected because it is "highly unsustainable."	Negative
"Construction of the TheTulip could be completed by 2025"	Neutral

The evaluation of tweets at the sentence level can provide us with valuable information about how the general public perceives the architectural project in question. According to the qualitative analysis, 2,322 out of 3,652 tweets were negatively framed, 798 were positively framed, and 532 were neutral as shown in Table 2.

Table 1. Sentence-Level Sentiment analysis of the tweets

date	# of tweets	# of positive tweets	# of negative tweets	# of neutral tweets
2018-2021	3652	798	2322	532

Tweets classified as positive, negative, or neutral are shown in percentages in the following figure 3.

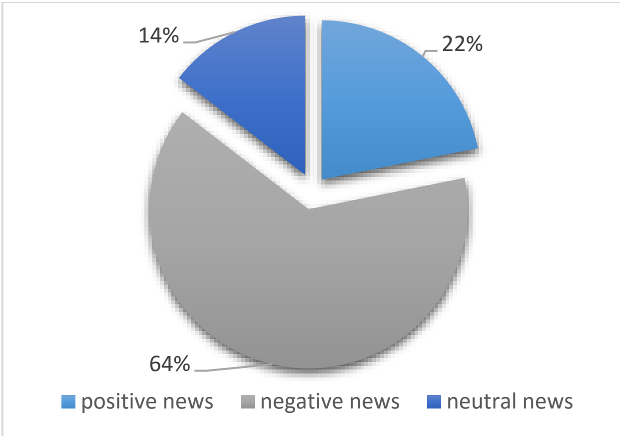

Figure 2. Percentages of the tweets

In the training dataset, the following is a list of word clouds representing both negative and positive tweets.

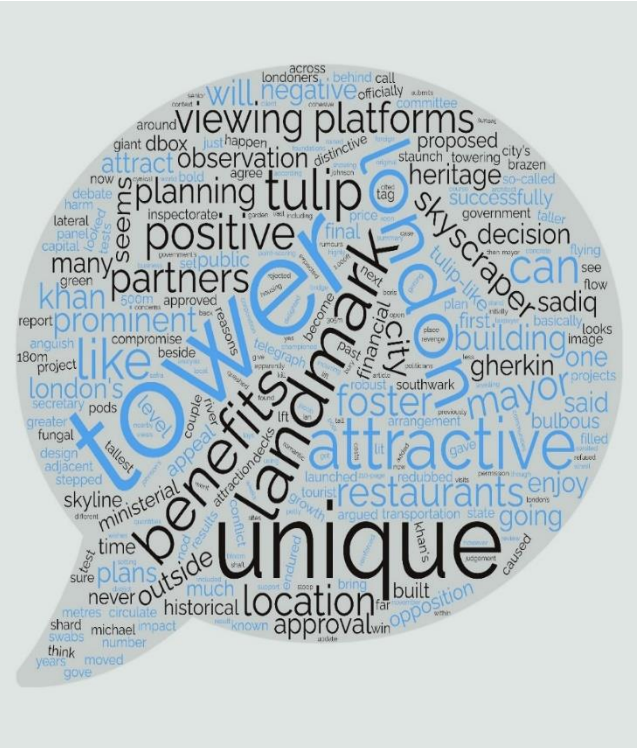

Figure 3. Word cloud representation of positively tagged tweets in the training dataset

A qualitative inspection of Word cloud representations of the positively tagged tweets in the training datasets revealed a greater prevalence of landmark, attractive and unique.

Figure 4. Word cloud representation of negatively tagged tweets in the training dataset

Instead, it is discovered that the number of criticisms directed towards building the Tulip tower is larger in the tweets. They are “cost”, “carbon” and “unsustainable”. It was “viewing” that was the most often mentioned word in both datasets.

Conclusion and implications

The goal of this paper is to present a framework for assessing the perception of an architectural project in the public eye, which is accomplished via the use of a machine learning model. This approach can also aid in the provision of real-time monitoring of public opinion in order to make modifications to architectural projects and progress in an interactive manner with the general public, among other things. To show how this framework can be implemented in reality, The Tulip tower in London has been chosen as a case study to be studied. Important findings and ramifications have been established as a consequence of the qualitative and quantitative examination of social media. The following are the conclusions and ramifications.

- The fact that the number of negative tweets outnumbers the number of positive tweets makes it possible to conclude that the general public's view is negatively disposed of.
- Analysis of the content of tweets shows that individuals who express negative ideas are concerned about carbon emissions and financial troubles, but those who express positive opinions support that it becomes a center of attraction and a landmark. In this way, it is possible to find the aspects that people worry about and support in the early design process.
- The following are the outcomes of the framework that has been given.
- Analysis of Twitter data provides insight into popular perceptions of an architectural project.
- With this approach, it is possible to keep track of the current public opinion of the

project, identify and address public issues in real-time, and re-evaluate the project in light of the data obtained at the commencement of the project. It provides all the information you need to optimize your design choices.
- The achievement of the possibility of long-term sustainability will be made possible by public participation in the built environment. It also helps the development of community commitment and engagement in the program on a long-term basis, so encouraging the idea of shared responsibility.
- It instantly identifies the most often encountered themes and concerns among the general public.
- It can provide valuable feedback and enable individuals to share their experiences, aid in the development of a solution and a decision, and promote awareness of the necessity of having enough living space for everyone.
- It allows for the detection of not only emerging trends but also previously unknown pain spots by recognizing cross-topics. In this way, problems can be prioritized promptly and effectively.
- It materialized public opinions and proposals to deliver optimum public management.

Extracting public opinion from the texts of social media can become an important technique since responses to the built environment from the public can be revealed, and also one can re-evaluate design and spot the problems in light of this information in the early design stage.

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RESEARCH ARTICLE

Evaluation of University Students' Perceptions in the Concept of Human Resources Manager with Metaphorical Analysis: The Case of Sakarya University

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Abstract

HRM, which offered a limited application areas in the past years, shows a bright and stable development today. The future of HRM presents a variety of options and a wide range of opportunities to candidates interested in this profession. The fact that HRM offers these opportunities increases the interest in this profession today, and it is more important and meaningful especially for students studying in this field. With this study, it is aimed to reveal the perceptions of the students, who give importance to the field of HRM and who may prefer it as a profession in the future, about human resources management. In the research of the study, the phenomenology design, one of the qualitative research methods, was used. The study group of the research; Sakarya Business School consisted of 188 human resources management students attending the third and fourth year. The data of the research is like "human resources manager .... because ...." was collected through an open-ended form. The obtained data were analyzed with content and descriptive analysis technique and tables were created using the MAXQDA program. It was observed that human resources management undergraduate students produced a total of 80 metaphors for the concept of human resources manager. The metaphors produced were handled in 7 categories. It was determined that the metaphors developed by human resources undergraduate students for the concept of "human resources manager" were mostly in the concepts of bridge, building block of the enterprise, mother, teacher, manager, father and wheel.

Key Words: *Human Resources Manager, Student, Metaphor Analysis.*

Öz

Geçmiş yıllarda kısıtlı bir uygulama alanı sunan İKY, günümüzde parlak ve istikrarlı bir gelişim göstermektedir. İKY alanının geleceği, bu meslek ile ilgilenecek adaylara çeşitli seçenekler ve geniş bir fırsat yelpazesi sunmaktadır. İKY'nin bu fırsatları sunması günümüzde de bu mesleğe olan ilgiyi arttırmakta ve özellikle de bu alanda eğitim gören öğrenciler için önemi ve anlamı daha fazla olmaktadır. Bu çalışma ile, İKY alanına önem veren ve gelecekte de meslek olarak tercih edebilecek öğrencilerin, insan kaynakları yöneticiliğine ilişkin algılarının ortaya konması amaçlanmıştır. Çalışmanın araştırmasında nitel araştırma yöntemlerinden olgubilim deseni kullanılmıştır. Araştırmanın çalışma grubu; Sakarya Üniversitesi İşletme Fakültesi üçüncü ve dördüncü sınıfa devam eden 188 insan kaynakları yönetimi öğrencilerinden oluşmuştur. Araştırmanın verileri "insan kaynakları yöneticisi .... gibidir. Çünkü........." cümlesinin yer aldığı açık uçlu form aracılığı ile toplanmıştır. Elde edilen veriler içerik ve betimsel analiz tekniği ile çözümlenmiş ve MAXQDA programından yararlanılarak tablolar oluşturulmuştur. İnsan kaynakları yönetimi lisans öğrencilerinin insan kaynakları yöneticisi kavramına ilişkin toplamda 80 metafor ürettiği görülmüştür. Üretilen metaforlar 7 kategoride ele alınmıştır. Insan kaynakları lisans öğrencilerinin "insan kaynakları yöneticisi" kavramına yönelik geliştirdikleri metaforların en çok köprü, işletmenin yapı taşı, anne, öğretmen, yönetici, baba ve çark metaforları olduğu belirlenmiştir.

Anahtar Kelimeler: *İnsan Kaynakları Yöneticisi, Öğrenci, Metafor Analizi.*

Introduction

Human Resources Management (HRM), which has existed since the first development of the concept of management, has come to the fore with this phenomenon throughout history, has changed in parallel with the managerial development and has taken its current form. HRM, which has a long history, has changed its meaning and name by being affected by the development of historical events in the process. This field, which was defined for the first time in the business literature as the welfare secretariat, continued with the names of personnel management, HRM and finally Strategic HRM in the following years (Jackson,1993; Ivancevich, 2007).

Dating back to the industrial revolution and "scientific management" (Kaufman, 1999), HRM is a concept that has existed since tradesmen, guilds, apprentices, managers, companies and individuals working on behalf of the company. It is said that the historical adventure of HRM started in the early 1800s during the craftsman and apprenticeship period and developed with the influence of Industry 1.0. This period coincides with the period when businesses focus on the relationship between worker welfare and productivity. It is accepted that HRM studies as a scientific research area started during the First World War.

Dulebohn et al. (1995) argues that historical debates about HRM are based on two basic propositions about the roots of the field. The first proposition argues that what we define as "modern HRM" is the next step in personnel management. The other focuses on earlier periods, and three managerial and psychological movements combined during this period laid the foundations for the formation of HRM: the scientific management movement (Taylor, 1911), the welfare studies movement (Miller & Coghill, 1964), and industrial psychology (Munsterberg, 1913). The HRM profession emerged because of these three focuses. Formal recognition of HRM activities coincided with the time when "welfare secretaries" began to emerge and assumed the role of overseeing the welfare of workers, particularly women and children (Jamrog & Overholt, 2004). In the beginning, the people who took on the duties of hiring, disciplining and remuneration began to be unable to meet the needs of employees due to fundamental changes in technology and the increase in unions. Thus, it emerged that a separate unit should be established to include different areas of expertise to carry out work related to employees (Marciano, 1995; Ivancevich, 2007). At this point, the welfare secretariat left its place to the understanding of personnel management.

The increasingly competitive conditions since the 1980s made the importance of the human factor in businesses even more evident. Employees began to be seen as a valuable asset and resource rather than a cost item. In this period, personnel management has transformed into HRM, which has become a common language with its new identity.

In its most general definition, HRM is the process of managing the human capabilities of an organization to achieve its purpose. It covers the activities of managing and directing the knowledge, skills and abilities working for the organization and the people who contribute to the organization (Çetin et al., 2015, p.15). It includes the processes of recruiting, training, evaluating, developing, determining wages, serving employee-employer relations, observing occupational health and safety practices, and ensuring justice in the organization while performing these (Dessler, 2014).

In recent years, HR has become more known as a field and has become one of the respected professions. However, the understanding of HRM is evaluated within the framework of two different dimensions. HRM is a critical and essential department for the success of a business. In some businesses, HRM serves as a necessary administrative function that keeps the organization running smoothly (Vosburgh, 2007). These businesses are of lower strategic importance and inherently less appreciated in HRM (Caldwell, 2010). In other businesses, HR professionals are seen in the same way as the top managers of the organization and are treated as a strategic partner. (Lawler and Mohrman, 2003).

This fundamental difference is also reflected in the roles of HR managers.

HR Management Concept, Roles and Competencies

Integration of HRM with strategy (Lawler & Mohrman, 2003; Paauwe & Boon, 2018) and concern about its impact on organizational performance (Guest et al., 2003) are the main reasons that lead to the professionalization of the HR field. This has turned all attention to the role of HR practitioners, who contribute to achieving organizational goals and are responsible for enforcing the understanding and practices of HRM within the organization (Syrigou, 2018). Organizations that have to struggle with organizational problems and environmental competition elements go to professionalization in order to increase their status and strengthen their management functions. HRM management, which is expressed as a "rising management profession" (Higgins, et al., 2016), is among the most typical examples of this.

Perceptions of other employees in an organization towards the HR manager are closely related to the role of HR in the organization. However, when the studies in the literature are examined, it is seen that there is no common view on the roles performed by the HR manager (Welch & Welch, 2012, p.599). The main reasons for the ambiguity about the roles are the boundaries between functions, the substitution of expertise, and the uncertainty of responsibility and performance criteria (Caldwell, 2008, p.277). One of the important studies conceptualizing HR roles was carried out by Ulrich and Brockbank (2005). The study (2005) emphasizes the importance of providing HR service that can translate into mastery in specific roles and competencies. Accordingly, a role is a description that describes what work needs to be done; competency describes how the job is done. Role definitions covers four roles: 1) "Employee Advocate" that is responsible from regulation of employee-employer relations, 2) "Human Capital Developer" that is responsible from the activities of developing employees and building the future of the enterprise on employees, 3) "Functional Expert" that is responsible from development and maintenance of HR practices, and 4) "Strategic Partner" that is responsible from contributing to corporate decisions by consulting other department managers. The main element of these HR roles is that the employees who will embrace each role must be “true HR leaders” to add value to the business (Ulrich and Brockbank, 2005, p.201).

The clear and distinct definition of roles and competencies in Ulrich and Brockbank's (2005) model influences HR employees' perceptions of being evaluated as leaders or professionals. The view that HRM managers have legitimacy, reliability and professional status within the organization depends on their significant and strategic managerial contribution to organizational goals and their perception by others (Higgins, et al. 2016). Therefore, how HRM managers and professionals are perceived by both those inside the organization and the relevant external environment will affect the HRM profession and their position within the enterprise. Ulrich and Dulebohn (2015) argue that HR should simultaneously evaluate and adopt its internal and external approach. This view causes the boundaries of the HRM department to expand. HRM's design of HR practices and serving employees cannot guarantee value creation. It can create value if the services it provides to the business are compatible with the expectations of groups outside the business. Thus, as Ulrich and Dulebohn (2015) stated, HRM turns from being a unit that responds to strategy to a “full partner role” that shapes and creates the strategy.

Depending on the differentiation in the roles of HRM, their duties and competencies also change. HRM, which was initially concerned with the basic management activities of employees, has now started to be busy with areas such as competence-based HR procurement, determination and development of competencies. While HRM managers undertake this basic mission in the business, it has also become an important question what competencies they should have. The earliest study in which a competency profile of a HRM manager was established is by Boyatzis (1982). This study examines the competencies of the HRM manager under four groups: the use of social power, a positive outlook, the management of group processes, and properly performed self-assessment. In the following years, this study was expanded by studies dealing with different aspects such as data analysis styles and problem-solving skills (Sullivan et al., 1996; Boselie & Paauve, 2005; Ulrich et al., 2010). According to Sullivan et al. (1996), the competencies, that a senior HRM manager should have, are business knowledge and intelligence, the capacity to facilitate and implement change, and the ability to influence. On the other hand, Ulrich et al. (2010) summarized these competencies as technical competencies, strategic thinking skills, business knowledge and creative problem-solving techniques.

Research Method

In this study, the phenomenology design, one of the qualitative research designs, was used. The phenomenology pattern creates a suitable research ground for studies aiming to investigate the phenomena that we are aware of and cannot fully comprehend (Yıldırım and Şimşek, 2006). In this study, the facts that university students stated about the concept of human resources management were analyzed. The students produced metaphors based on their knowledge of human resources management. This situation constitutes the limitation of metaphor analysis.

Metaphor shows how individuals make sense of the world (Lakoff & Johnson, 1999). Metaphor analysis facilitates access to participants' tacit knowledge about the determined concept (Zhen and Song , 2010, p.42).

With this study, it is aimed to reveal the thoughts of undergraduate students of human resources management about human resources management through metaphor.

1. What are the metaphors determined by the students of the human resources management department regarding the concept of human resources manager?
2. In which conceptual categories are these metaphors grouped in terms of their common features?
3. What do these metaphors say about human resource management undergraduate students' perception of the concept of human resources manager?

With this research, it is aimed to investigate what the concept of human resources manager means to the students of the undergraduate department of human resources management by using the metaphor analysis method. Ethics committee approval was obtained before the study.

Participants were given a pre-prepared form. Participants filled the forms within 10-15 minutes. 188 student (Sakarya Business School, Department of Human Resources Management) participants were asked to fill in the blanks. "The human resources manager is like ………. Because ………." These open-ended expressions "like" and "because" helped to identify the subject and rationale of the metaphor. The data obtained from these expressions were analyzed using content and descriptive analysis techniques. Content analysis is used to identify the existence of concepts in the text and to quantify them. Content analysis is a method known for focusing on the subject as a method, emphasizing the similarities and differences in categories or codes, and dealing with both the open and hidden content in the text (Kızıltepe, 2015, p.254). With content analysis, the categories in which the expressions will be collected are determined and the frequencies of the categories are determined quantitatively. Afterwards, the relations between the categories are analyzed and evaluated and interpreted (Bilgin, 2006, p.11). With descriptive analysis, it is aimed to present the findings in an organized and interpreted way by frequently using direct quotations in order to reflect the views of individuals in a striking way (Yıldırım and Şimşek, 2013, p.256). The forms filled in by the participants' handwriting were written by the researchers in the Microsoft Office Word program in the computer environment. For each form, participant 1, participant 2, participant 186 etc. nicknames are given. At the end of the sentences in which the expressions of the participants are stated, the abbreviations indicating the participant are indicated as P1, P2, P186 etc. These word files were transferred to the MAXQDA program. Metaphors were determined by coding with the MAXQDA program and these metaphors were categorized and grouped.

The validity and reliability of this study were determined as follows: The researchers who carried out the study independently of each other; coded metaphors and developed categories. The researchers compared the categories they identified. The identified differences were discussed and as a result, 80 metaphors and 7 categories were obtained. This result is listed and given to the expert in the field. The expert was asked to match the metaphors and categories. Afterwards, consensus and differences of opinion were determined and calculated using the formula of Miles and Hubermann (1994) "Reliability= (Agreement) / (Agreement+Disagreement)*100". With this calculation, the agreement between the researchers and the expert was determined as 91. This value obtained shows that the findings obtained in the research are reliable in terms of consistency.

Findings

In the prepared questionnaire, information about the participants was included in order to determine the gender and class of the participants. In the prepared questionnaire, information about the participants was included in order to determine the gender and class of the participants. According to Table 1, a total of 188 students participated in the study. Participants; 54.8% are female and 45.2% are male. In addition, students; 48.3% of them are 3rd year students, 51.7% of them are 4th grade students.

Table 1. Percentage and Frequency Distribution of the Participants by Gender and Class

Variables	Option	Frequency	Percent %
Gender	Woman	102	54,8
	Man	86	45,2
Class	3	91	48,3
	4	97	51,7
Total		188	100

In addition, some of the answers that draw attention from the metaphors produced by the students and that are evidence for the relevant finding are included as statements after the tables to be presented as examples in the research.

Analysis of the Research Model

For the analysis, the answer to the following question was sought: "By which metaphors do undergraduate students explain their perceptions of the concept of human resources manager?" It has been determined that there are 186 valid expressions related to the concept of human resources manager by human resources undergraduate students. 80 different metaphors were obtained from 186 expressions.

According to Table 2, the most frequently mentioned metaphor is bridge (34). The other most frequently mentioned metaphors are as follows: The building block of the business (13), mother (8), teacher (6), manager, father and wheel (5). The least mentioned metaphors are 50 and the frequency of mentioning these as metaphors is 1 (Table 2).

Table 2. Frequency and Percentage of Metaphors

S.No	Metaphor	Frequency	Percent %
1	Bridge	34	18,28
2	Building Block Of The Business	13	6,99
3	Mother	8	4,30
4	Teacher	6	3,23
5	Manager	5	2,69
6	Father	5	2,69
7	Wheel	5	2,69
8	Scales	4	2,15
9	Headquarters	4	2,15
10	Colon	4	2,15
11	Backbone	4	2,15
12	Brain	4	2,15
13	Compass	3	1,61
14	Heart	3	1,61
15	Hand Lever	3	1,61
16	Advisor	3	1,61
17	Football Player	2	1,08
18	Lawyer	2	1,08
19	Puzzle	2	1,08
20	Psychologist	2	1,08
21	Complement	2	1,08
22	Sun	2	1,08
23	Coach	2	1,08
24	Water	2	1,08
25	Technical Director	2	1,08
26	Bee	2	1,08
27	Tree	2	1,08
28	Referee	2	1,08
29	Director	2	1,08

30	Employee	2	1,08
31	Surveys	1	0,54
32	Elder Sister	1	0,54
33	Oil Lamp	1	0,54
34	Sieve	1	0,54
35	Doctor	1	0,54
36	Analyst	1	0,54
37	Mirror	1	0,54
38	Child	1	0,54
39	Guidance Service	1	0,54
40	Clock	1	0,54

Table 2. The Continuation of

S.No	Metaphor	Frequency	Percent %
41	Ram	1	0,54
42	Gumballs	1	0,54
43	Executive	1	0,54
44	Vacuum cleaner	1	0,54
45	Queen	1	0,54
46	Robot	1	0,54
47	Mentor	1	0,54
48	Engine of the car	1	0,54
49	Minister of Interior	1	0,54
50	Parent	1	0,54
51	Pupil of the Eye	1	0,54
52	Farmer	1	0,54
53	Rope	1	0,54
54	Nervous system	1	0,54
55	Shepherd	1	0,54
56	Agenda	1	0,54
57	Link of the Chain	1	0,54
58	Diamond	1	0,54
59	Map	1	0,54
60	Antivirus Program	1	0,54
61	Pencil	1	0,54
62	Source	1	0,54
63	Chess	1	0,54
64	Journalist	1	0,54
65	River	1	0,54
66	Table leg	1	0,54
67	CEO	1	0,54
68	Cobweb	1	0,54
69	Friend	1	0,54
70	Ant	1	0,54
71	Octopus	1	0,54
72	Queen bee	1	0,54
73	Detective	1	0,54
74	Gourmet	1	0,54
75	Employee Voice	1	0,54
76	Machine	1	0,54
77	Veins of the Body	1	0,54
78	Integral Part of the Ecosystem	1	0,54
79	Skeleton	1	0,54
80	Captain	1	0,54

Distribution of Metaphors Developed by Undergraduate Students for the Concept of Human Resources Manager by Conceptual Categories

The distribution of the 80 identified metaphors under conceptual categories is given in Table 3. In order to determine the distribution of metaphors according to conceptual categories, an answer was sought with the following question: "Under which conceptual categories can the metaphors developed by undergraduate students regarding the concept of human resources manager be grouped?"

As stated in Table 3, 7 different conceptual categories were determined for the metaphors developed by human resources undergraduate students. These categories are; object, occupation, part of the business, part of the body, one of the social environment, living things, part of nature. The conceptual category with the highest number of metaphors is the occupational (26 metaphors) conceptual category. The conceptual category in which the least metaphors are determined is the part of the business (4 metaphors) conceptual category.

Table 3. Distribution Of Metaphors For The Concept Of Human Resources Manager By Categories

S. No.	Categories	Frequency	Percentage %	Number of Metaphors	Percentage In Category %
1	Object	70	37,63	24	30
2	Occupation	45	24,19	26	32,5
3	Part of the Business	20	10,75	4	5
4	Part of the Body	19	10,22	9	11,25
5	Someone from the Social Circle	17	9,14	6	7,5
6	Living beings	8	4,30	6	7,5
7	Part of Nature	7	3,76	5	6,25
	Coded Documentation	186	100,00	80	100

Category 1: Metaphors in the Object

In this category, students associated the human resources manager with an object (Table 4). The " object" category, 24 metaphors were specified by 70 students (Table 4). The highest percentage of metaphors produced in this category are bridge (48.57%), wheel (7.14%), scales (5.71%), column (5.71%), compass (4.29%) and puzzle (2.86%).

Table 4. Distribution Of Metaphors In The Object Category By Frequency And Percentages

S. No.	Metaphors In The Object Category	Frequency	Overall Percentage%	Percentage In Category %
1	Bridge	34	18,28	48,57
2	Wheel	5	2,69	7,14
3	Scales	4	2,15	5,71
4	Colon	4	2,15	5,71
5	Compass	3	1,61	4,29
6	Puzzle	2	1,08	2,86
7	Surveys	1	0,54	1,43
8	Table Leg	1	0,54	1,43

9	Mirror	1	0,54	1,43
10	Oil Lamp	1	0,54	1,43
11	Clock	1	0,54	1,43
12	Gumballs	1	0,54	1,43
13	Vacuum Cleaner	1	0,54	1,43
14	Robot	1	0,54	1,43
15	Car Engine	1	0,54	1,43
16	Machine	1	0,54	1,43
17	Rope	1	0,54	1,43
18	Sieve	1	0,54	1,43
19	Agenda	1	0,54	1,43

Table 4. The Continuation of

S. No.	Metaphors In The Object Category	Frequency	Overall Percentage%	Percentage In Category %
20	Map	1	0,54	1,43
21	Pencil	1	0,54	1,43
22	Chess	1	0,54	1,43
23	Antivirus Program	1	0,54	1,43
24	Diamond	1	0,54	1,43
	Coded Documentation	70	37,63	100,00
	Uncoded Documents	116	62,37	-

Some metaphors related to this category and the reasons for their development were expressed by the students as follows:

"Human resources manager is like a bridge between two parties. Because it provides the link between the employee and the manager." (P31)

"Human resources manager is like a very comprehensive wheel. Because it has a contact and a connection with each unit."(P149)

"Human resources manager is like scales. Because he is a person who will work within the framework of balancing policies for both the individual and the organization in the work environment. "(P64)

"Human resources manager is like the column of a building. Because it is difficult for the business (building) to survive without a column."(P168)

"Human resources manager is like a compass. Because it directs and directs the course of the career life of the employee." (P161)

"The human resources manager is like the last piece of the puzzle. Because the human resources manager is the last and most important part of the picture. Employees see the human resources manager first and last when entering or leaving the company." (P179)

Category 2: Metaphors In The Occupation

In this category, students associated the human resources manager with various occupations (Table 5). The " occupation" category, 26 metaphors were specified by 45 students (Table 5). The highest percentage of metaphors produced in this category are teacher (13.33%), manager (11.11%), advisor (6.67%), referee (4.44%), employee (4.44%), football player (4.44%), lawyer (4.44%), coach (4.44%), technical director (4.44%), psychologist (4.44%) and director (4.44%).

Table 5. Distribution Of Metaphors In The Occupation Category By Frequency And Percentages

S. No.	Metaphors In The Occupation Category	Frequency	Overall Percentage%	Percentage In Category %
1	Teacher	6	3,23	13,33
2	Manager	5	2,69	11,11
3	Advisor	3	1,61	6,67
4	Referee	2	1,08	4,44
5	Employee	2	1,08	4,44
6	Football Player	2	1,08	4,44
7	Lawyer	2	1,08	4,44
8	Coach	2	1,08	4,44
9	Technical Director	2	1,08	4,44
10	Psychologist	2	1,08	4,44
11	Director	2	1,08	4,44
12	Journalist	1	0,54	2,22
13	CEO	1	0,54	2,22
14	Detective	1	0,54	2,22
15	Gourmet	1	0,54	2,22
16	Captain	1	0,54	2,22
17	Analyst	1	0,54	2,22

Table 5. The Continuation of

S. No.	Metaphors In The Occupation Category	Frequency	Overall Percentage %	Percentage In Category %
18	Doctor	1	0,54	2,22
19	Farmer	1	0,54	2,22
20	Guidance service	1	0,54	2,22
21	Ram	1	0,54	2,22
22	Executive	1	0,54	2,22
23	Queen	1	0,54	2,22
24	Mentor	1	0,54	2,22
25	Minister of Interior	1	0,54	2,22
26	Shepherd	1	0,54	2,22
	Coded Documentation	45	24,19	100,00
	Uncoded Documents	141	75,81	-

Some metaphors related to this category and the reasons for their development were expressed by the students as follows:

"Human resources manager is like a teacher. Because it organizes the necessary training for both the business and the employee within the business and assumes the role of a guide."(P130)

"Human resources manager is like manager. Because it has more than one task at the same time."(P95)

"The human resources manager is like an advisor. Because it deals with the requests and complaints of employees from all kinds of departments. It directs

them to the relevant people and fixes the problems."(P175)

"Human resources manager is like a referee. Because, together with the laws, they ensure the order between the employees and the business." (P46)

"Human resources manager is like employee. Because it is the closest person who understands the employee best. (P62)

The human resources manager is like a football player-playmaker. Because if he exhibits an analytical and systematic attitude, his functioning will progress in such a regular and disciplined way, he must be a good observer, he must know who will be in the required position, and his communication must be attentive and understandable so that he can come to him in case of problems. (P99)

"The human resources manager is like a lawyer. Because he should be fair where he works." (P111)

"Human resources manager is like a coach. Because, just like the training of athletes, it makes a great contribution to the education and career development of the employees in an enterprise."(P148)

"Human resources manager is like a technical director. Because he is the person who best balances both on and off the field." (P119)

"Human resources manager is like a psychologist. Because it understands the needs of employees and managers and produces solutions." (P8)

Category 3: Metaphors In The Part Of The Business

In this category, students associated the human resources manager with a part of the business (Table 6). In the "part of the business" category, 4 metaphors were specified by 20 students (Table 6). The highest percentage of metaphors produced in this category are the building block of the business (65%), the headquarters (20%) and the complementary (10%).

Table 6. Distribution of Metaphors In The Part Of The Business Category by Frequency and Percentages

S. No.	Metaphors In the Part of the Business Category	Frequency	Overall Percentage%	Percentage In Category %
1	Building Block of the Business	13	6,99	65,00
2	Headquarters	4	2,15	20,00
3	Complement	2	1,08	10,00
4	One Link of the Chain	1	0,54	5,00
	Coded Documentation	20	10,75	100,00
	Uncoded Documents	166	89,25	-

Some metaphors related to this category and the reasons for their development were expressed by the students as follows:

"The human resources manager is like the building block of the business. Because it makes many important decisions, from hiring to firing." (P47)

"The human resources manager is like the building block of the company. Because without the human resources manager, the business becomes complicated." (P75)

"The human resources manager is like the headquarter of the business. Because in the workplace, it connects the subordinate and superior." (P29)

"The human resource manager is like a complement to the business. Because it completes whatever is empty in the business and completes whatever department needs it." (P18)

Category 4: Metaphors In The Part Of The Body

In this category, students associated the human resources manager with a part of the body (Table 7). The "Part of the Body" category, 9 metaphors were specified by 19 students (Table 7). The highest percentage of metaphors produced in this category are brain (21.05%), backbone (21.05%), heart (15.79%) and hand, arm-foot (15,79%).

Table 7. Distribution Of Metaphors In The Body Part Category By Frequency And Percentages

S. No.	Metaphors In the Part of the Body Category	Frequency	Overall Percentage %	Percentage In Category %
1	Brain	4	2,15	21,05
2	Backbone	4	2,15	21,05
3	Heart	3	1,61	15,79
4	Hand Arm-Foot	3	1,61	15,79
5	Pupil of the Eye	1	0,54	5,26
6	Employee Voice	1	0,54	5,26
7	Nervous system	1	0,54	5,26
8	Veins of the Body	1	0,54	5,26
9	Skeleton	1	0,54	5,26
	Coded Documentation	19	10,22	100,00
	Uncoded Documents	167	89,78	-

Some metaphors related to this category and the reasons for their development were expressed by the students as follows:

"Human resources manager is like a brain. Because in order for a company to survive, its brain functions must work flawlessly."(P155)

"The human resources manager is like the backbone. Because one of the elements that will keep the business upright and reach its goal with the personnel selections it makes in the decisions it makes is human resources."(P136)

"Human resources manager is like a heart. Because if there is a problem in the heart, the body will have a hard time."(P176)

"The human resources manager is like the hands and feet of the company. Because the HR manager has an important role in the company."(P79)

Category 5: Metaphors In The Person From The Social Environment

In this category, students associated the human resources manager with a person from their social environment (Table 8). The person from their social environment category, 6 metaphors were specified by 17 students (Table 8). The highest percentage of metaphors produced in this category are mother (47.06%) and father (29.41%).

Table 8. Distribution Of Metaphors In The Person From The Social Environment By Frequency And Percentages

S. No.	Metaphors In The Person From The Social Environment Category	Frequency	Overall Percentage %	Percentage In Category %
1	Mother	8	4,30	47,06
2	Father	5	2,69	29,41
3	Elder sister	1	0,54	5,88
4	Friend	1	0,54	5,88
5	Child	1	0,54	5,88
6	Parent	1	0,54	5,88
	Coded Documentation	17	9,14	100,00
	Uncoded Documents	169	90,86	-

Some metaphors related to this category and the reasons for their development were expressed by the students as follows:

"Human resources manager is like the mother of a house. Because, taking responsibilities like a mother, putting forth new ideas, being equal and not favoured, advancing with the principle of equality, and the mother's house; HRM is a structure that thinks about its company." (P147)

"The human resources manager is like a father. Because the father gives advice, the family manages, keeps the family together." (P93)

"Human resources manager is like a good friend. Because he knows all the information and documents about the company, the employee, where to do what to do, how to overcome the problems and acts accordingly."(P190)

Category 6: Metaphors In The Living Beings

In this category, students associated the human resources manager with a Living beings (Table 9). The " Living beings" category, 6 metaphors were specified by 8 students (Table 9). The highest percentage of metaphors produced in this category are the bee (25%) and the tree (25%).

Table 9. Distribution Of Metaphors In The Living Beings By Frequency And Percentages

S. No.	Metaphors In The The Living Beings Category	Frequency	Overall Percentage%	Percentage In Category %
1	Bee	2	1,08	25,00
2	Tree	2	1,08	25,00
3	Ant	1	0,54	12,50
4	Octopus	1	0,54	12,50
5	Queen bee	1	0,54	12,50
6	Cobweb	1	0,54	12,50
	Coded Documentation	8	4,30	100,00
	Uncoded Documents	178	95,70	-

Some metaphors related to this category and the reasons for their development were expressed by the students as follows:

"Human resources manager is like a bee. Because the bee is very hardworking."(P114)

"Human resources manager is like a tree. Because, as there are many branches of the tree, the human resources manager also has many functions related to it." (P15)

"Human resources manager is like an octopus. Because the HR manager is involved in almost every job related to the organization. The HR department deals with everything that concerns the employee."(P182)

Category 7: Metaphors In The Part Of Nature

In this category, students associated the human resources manager with a part of nature (Table 10). The " part of nature" category, 5 metaphors were specified by 7 students (Table 10). The highest percentage of metaphors produced in this category are sun (13.33%) and water (11.11%).

Table 10. Distribution Of Metaphors In The Part Of Nature By Frequency And Percentages

S. No.	Metaphors In The *Part Of Nature* Category	Frequency	Overall Percentage%	Percentage In Category %
1	Sun	2	1,08	28,57
2	Water	2	1,08	28,57
3	River	1	0,54	14,29
4	Source	1	0,54	14,29
5	Cobweb	1	0,54	14,29
	Coded Documentation	7	3,76	100,00
	Uncoded Documents	179	96,24	-

Some metaphors related to this category and the reasons for their development were expressed by the students as follows:

"Human resources manager is like the sun. Because sometimes even when cold winds blow, it comes out and warms the environment." (P77)

"Human resources manager is like water. Because it should be clear and transparent."(P183)

"The human resources manager is like an integral part of the ecosystem. Because the people who will establish the connection with the employees, that is, with the lower layer, are the HR managers."(P110)

Discussion and Conclusion

The concept of metaphor, which is expressed as a kind of change whose similarities in certain fields is essential, is a type of analysis used to make the expressions that are difficult to explain and understand comprehensible and to explain better. This analysis emerges with the process of attributing a new meaning and identity to the expression other than its known or dictionary meaning. Morgan (1998, p.14) defines metaphors not only as syntax in sequence, but also as ways of thinking, seeing and perceiving that are reflected in the individual's understanding of the World. In the literature, there are various metaphorical analysis studies about HRM departments, experts and managers. The most typical example of these is the metaphor of "old wine in a new bottle" (Abrahamson, 1996), which describes the transition from personnel management to HRM. The basic idea in these studies is that everything people think, see or feel about HRM can be revealed in a more real and creative way with the help of metaphors.

Richardson and McKenna (2000) examined how metaphor analysis could be used as part of HRM practices in their empirical study of expatriates. The use of metaphor was preferred to encourage more effective recruitment, selection, development and management activities of expats. Arı and Konaklıoğlu (2017) found that HRM is defined as a part of an organism or a whole in their study in which they question the meaning of HRM for HRM managers They researched metaphors emphasizing the place and importance of HRM for businesses. Accordingly, HRM managers emphasized the importance of HRM with the metaphor of the heart and right arm. Similarly in this study; In the metaphors developed by the students, they perceived the human resources manager as a part of the body and a part of the business, and it was determined that they perceived the human resources manager as a part of a whole. It was observed that students developed similar metaphors in the part of the body category (heart, brain, backbone, arm, etc.). Regarding the metaphors in this category; They stated how vital the human resources manager is for the business.

In the study conducted by Gül (2019), in which he examined the perceptions of employees at different levels in the health sector regarding HRM with a metaphorical analysis, it was concluded that 80% of the perceptions were positive. It has been observed that HRM is highly similar to ivy and octopus. Accordingly, HRM is perceived is a unit which is inclusive, versatile, continuous, strong, reassuring, robust, difficult to develop and time consuming, relevant and intertwined, strong, balance of interests, loyal and trustworthy.

In this study, it was seen that students did not develop a negative metaphor regarding the concept of human resources manager. Similar results were obtained in Gül's (2019) study. The concept of human resources manager is associated with the octopus metaphor in this study. It is also mentioned in the metaphor of the bee, which is known to be hardworking. It has also been associated with mother and father metaphors in the context of strong, relevant and reassuring. Because mothers and fathers stand behind their children, take care of their children, listen to their problems and find solutions.

As seen from these results; It is understood that the results are similar to the results of studies in the field of human resources management and they are given in the same answers. In this study, it was determined which metaphors the concept of human resources manager was associated with by the students. This study, in addition to other metaphorical analyzes related to human resources management, was made on the concept of human resources manager. Attention was drawn to the metaphors in the concept of human resources manager.

According to these results, it is thought that the emerging perceptions of the students on the concept of human resources manager will guide the future studies. Suggestions developed for other researchers based on the results of the research conducted in this study are as follows:

- This study was carried out with the 3rd and 4th grade students of Sakarya Business School, Department of Human Resources Management. Similar studies can be done with human resources management students at other universities and students from different classes. Thus, the answers of the same department students in different universities can be compared and discussed in new studies.
- In a new study, the characteristics of the participants can be expanded to reveal comprehensive perceptions of the concept of human resources manager.

In a new studies, researchers can examine students' metaphorical perceptions on other concepts related to human resources.

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RESEARCH ARTICLE

The Effect of School Principals' Critical Leadership Behaviors on School Climate According to Teacher Perceptions

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Abstract

The aim of the study is to determine whether school principals' critical leadership behaviors have an effect on the school climate. For this purpose, data were collected from 836 teachers working in different types of public schools in the province of Istanbul, using the relational survey model, by using the easily accessible sampling method. For the analysis of the data obtained through Demographic Information Form, Critical Leadership Scale and School Climate Scale, SPSS 22.0 package program was used. After the normality test, from the parametric tests; Pearson Product Moments correlation coefficient and multiple regression analyzes were performed. As a result of the findings, teachers' critical leadership and school climate perceptions were determined at a high level. According to teacher perceptions, a positive and moderate correlation emerged between the critical leadership behaviors of school principals and the school climate. In addition, it was concluded that critical leadership behaviors predict school climate. In the light of these findings, suggestions were made regarding the relationship between critical leadership and school climate.

Key Words: *Critical Leadership, School Climate, School Principals, İstanbul Case.*

Öz

Araştırmanın amacı, okul müdürlerinin eleştirel liderlik davranışlarının okul iklimine etkisinin olup olmadığını belirlemektir. Bu amaç doğrultusunda çalışmada veriler, ilişkisel tarama modeli kullanılarak İstanbul iline bağlı farklı türdeki devlet okullarında görev yapan 836 öğretmenden veriler kolay ulaşılabilir örnekleme yöntemi ile toplanmıştır. Demografik Bilgi Formu, Eleştirel Liderlik Ölçeği ve Okul İklimi Ölçeği aracılığı ile elde edilen verilerin analizi için SPSS 22.0 paket programı kullanılarak yapılmıştır. Normallik testinin ardından parametrik testlerden; Pearson Momentler Çarpımı korelasyon katsayısı ve çoklu regresyon analizleri yapılmıştır. Bulgular sonucunda öğretmenlerin eleştirel liderlik ve okul iklimi algıları yüksek düzeyde belirlenmiştir. Öğretmen algılarına göre okul müdürlerinin eleştirel liderlik davranışları ile okul iklimi arasında pozitif yönde anlamlı, orta düzeyde korelasyon ortaya çıkmıştır. Ayrıca eleştirel liderlik davranışlarının okul iklimini yordadığı sonucuna ulaşılmıştır. Bu bulgular ışığında eleştirel liderlik ve okul iklimi ilişkisine yönelik önerilerde bulunulmuştur.

Anahtar Kelimeler: *Eleştirel Liderlik, Okul İklimi, Okul Müdürleri, İstanbul Örneği.*

Introduction

Throughout history, human beings have not allowed living creatures or things to remain in their original form, but they have constantly changed and transformed them (Rousseau, 2021). It can be said that there have been wide-ranging changes in both organizations and leaders and perceptions regarding leadership in this transformation process. It can be stated that these changes from the Great Man Theory (Buluç, 2019), which was first put forward in the scientific sense and believed to be innate in leadership, to today's leadership understandings are so great that they make it necessary for leaders to approach even their own decisions critically and change their decisions when necessary.

It is seen that there are a variet of definitions made on the concept of leadership throughout the literature. Turan (2020) defines leadership as the process of influencing and activating individuals and groups in line with common goals. Shaw (1981) states that a leader is the one that has the support of the group members psychologically and can influence the behavior of the group without resorting to external authority, and therefore he identifies the leader as the group member who has a positive effect on others or the member who has a greater positive impact on others than they have on themselves. Yukl (2018) states that there is an assumption that leadership is a process that includes directing, structuring or facilitating activities and relationships in a group or organization by making a deliberate impact on people. On the other hand, Robbins and Judge (2020) say that leadership can be described as the capacity to influence a group to fulfil the aims or the vision.

Today's organizations show very different characteristics from the old organizational structures and this makes it necessary for leaders to develop new skills. (Yurdasever & Fidan, 2020). For this reason, it is inevitable that a leader needs to think analytically today and in order to do this, it is necessary for him to approach the subjects critically (Şahin, 2020). Critical thinking is the method of thinking that an individual performs purposefully and under his control, avoids the usual, tests prejudices, assumptions and all kinds of information, analyzes and evaluates ideas, compares, and ends up with certain behaviors eventually (Gürkaynak et al., 2003). Özdemir (2005) defines critical thinking as proving the accuracy, truth and reliability of an information or a claim, making use of various criteria while making a decision, trying to obtain evidence about what is read or heard, and asking for proof before accepting others' claims or thoughts, and mental or intellectual skills such as openness, honesty, consistency and accuracy. Critical thinking is the key for an effective decision making at every stage of the solution process from the moment the problem is observed (Şahin, 2020). Facione (1990) defines the ideal critical thinker as someone who is always curious, fair in his evaluations, willing to rethink and who honestly confronts personal prejudices. On the other hand, critical leadership is defined by Jenkins and Cutchens (2011) as applying critical thinking while making decisions regarding leadership actions in various cases and they identify 12 practices which a leader can adopt to lead critically;

- Being aware of the context of the situation and evaluating the effects of decisions,
- Knowing the strengths and weaknesses of the followers and guiding or strengthening them accordingly,
- Understanding the process before initiating the change,
- Being purposeful and considering the organization's mission and values while making decisions
- Take the time to understand the diversity of others' decisions, values, and views.
- Being flexible and open-minded while making decisions,
- Using others where they are, not where you want them to be,
- Asking questions and listening appropriately,
- Accepting, internalizing and applying constructive criticism,
- Evaluating assumptions before attempting to correct them.
- Encouraging critical followers,
- Acting consciously.

(Jenkins & Cutchens, 2011)

It is thought that today's leaders are required to have critical thinking skills in order to adapt to the changing environment (Aygün & Özgenel, 2019) because critical thinking plays an active role in the creation of creative ideas by getting rid of monotony as a result of the current thoughts, situations or phenomenon not being as popular as before, not being able to respond to others' wishes, and boredom experienced by those who want constant change (Küçükali & Akbaş, 2015).

As reported by Hoy and Miskel (2020), "the organizational climate of the school is the qualities related to the school environment that distinguishes that school from others and affects the behaviour of each member of that school". Forehand and Von Haller (1964) consider organizational climate as the aspects that define an organization and feature it among other organizations, become permanent in time and affect people's behaviour. Organizational climate is thought to be highly important for the organization as it has an impact on human behaviour, because while many organizations have the same technological infrastructure, similar manpower and material resources, they differ in terms of organizational outputs, success and performance. Many studies conducted in this context show the concept of organizational climate as the common feature of effective and successful schools among many other different features (Özgenel, 2020a).

The positive relations between the employees, the respect the members have for each other, democratic management, fair discipline policy, being open to new ideas, and the presence of trust are the indicators of a healthy school climate (Göksoy, 2021). Teachers working in the institutions with a positive school climate do not feel burnout and see themselves as a valuable employee of the organization (Yazıcı, 2020). On the other hand, negative school climate causes many problems. Howard, Howell and Brainard (1987) identify the symptoms of climate problems in a school as high student-absenteeism, frequent disciplinary problems, vandalism, student unrest, low staff motivation, large numbers of underachievers, etc. Within this context, it can be said that the school climate must first be changed and improved in order for the school improvement initiatives to have the desired effects (Özgenel, 2020a).

When the studies on critical leadership and organizational climate are examined, it is seen that Saylık (2015) reveals that the critical leadership competence of primary, secondary and high school principals is at a moderate level while Aygün (2018) states that school administrators have a high level of critical leadership style. Gök (2009), in his research on the banking sector, argues that organizational climate affects the performance, effectiveness, efficiency and therefore the motivation of employees. Likewise, Çekmecelioğlu (2005), in his research on business firms, claims that in a climate where creativity is perceived to be positively supported, job satisfaction increases and the tendency to quit the job decreases. Şenel and Buluç (2016) and Özgenel (2020b) state that school climate is an important factor to increase the effectiveness of schools. Bahçetepe and Meşeci Giorgetti (2015) express that a strong positive relationship is observable between the supportive teacher behaviours and success orientation. Among the studies on the relationship between school climate and leadership, it is seen that Ayık and Şayir (2014) state that organizational climate dimensions are positively and moderately related to all dimensions of instructional leadership. Varlı (2015) claims that when school principals display autocratic leadership behaviours, a closed school climate emerges at schools, and when they show democratic leadership characteristics, an open school climate emerges at schools.

As a result, the main factors affecting the climate type of the organization are the ways the principals perform a task, and their attitudes, behaviours and competencies; and organizations are shaped according to the style of their leaders (Parlar, 2020). In addition, creating a strong school climate and maintaining it are the most important priority of school principals (Dağlı, 2021). When Aygün (2018) and Saylık' s (2015) suggestion, the fact that there are few studies on critical leadership in the literature and that a leader's critical thinking skills can affect the dimensions which form the school climate are considered, the purpose of this study has been determined to find out the effect of school principals' critical leadership behaviours on school climate according to teacher perceptions. In line with this aim, the research questions were determined as follows:

1. Is there a relationship between the school principals' critical leadership style perceived by the teachers and the school climate?
2. Does the leadership style of the school principals perceived by the teachers predict the school climate?

Method

Research Design

This study aims at determining the effect of the school principals' critical leadership behaviours on the school climate. To achieve this purpose, the relational survey model, which is among the quantitative research methods, was applied as the research model. Karasar (2006) defines the relational survey model as a model that shows the relationship among the variables. Correlation and regression techniques were also used in the study. The relationship among the variables is examined in the correlation technique. In the regression technique, it is aimed to identify the degree of prediction of the variables on each other (Büyüköztürk et al., 2018).

Population and Sample

The research population includes the teachers who work in various types of public schools affiliated under the Ministry of National Education in Istanbul in the 2021-2022 academic year. The reason why Istanbul was selected as the research area is that Istanbul shows maximum diversity in terms of various thoughts, political views, religious beliefs, and socioeconomic status. The official permission was obtained from the Governorship of Istanbul and the Provincial Directorate of National Education in order to work with this population, and then the data collection process was initiated. 165,997 teachers are working in Istanbul in the 2021-2022 academic year (Istanbul.meb.gov.tr/28.12.2021). For the research, a minumum sample size of 383 was calculated from the population of 165,997 teachers (surveysystem.com/sscalc.htm). Although it is thought that there may be some differences between education levels in the research, education level distinction was not made in order to present a general framework. The study sample was determined with the convenience sampling method. The convenience sampling means selecting the sample from easily accessible groups because of the time, money and labour limitations (Büyüköztürk et al., 2018). In the study, data were collected from all districts of Istanbul and 882 teachers were reached. However, 46 scale forms were excluded from the analysis because they were either incomplete or incorrect. Descriptive statistical information regarding 836 teachers participating in the research is presented in Table 1 below.

Table 1. Descriptive Information Regarding Teachers

Variables		f	%
Gender	Male	269	32,2
	Female	567	67,8
Education	BA Degree	711	85,0
	Postgraduate Degree	125	15,0
Type of School	Primary School	293	35,0
	Middle School	333	39,8
	High School	210	25,1
Professional Experience	0-5 Years	282	33,7
	6-10 Years	170	20,3
	11-15 Years	116	13,9
	16+	268	32,1
Total		836	100

According to Table 1, 32.2% of 836 teachers participating in the research are male and 67.8% of them are female teachers. While 85.0% of the teachers hold BA degrees, 15.0% of them have completed their postgraduate studies. 35.0% of the teachers participating in the research work in the primary school, 39.8% in the secondary school and 25.1% in the high school. While 33.7% of the teachers has been working for 0-5 years, 20.3% for 6-10 years, 13.9% for 11-15 years, 32.1% of them has been working for more than 16 years.

Data Collection Tools

The data collection process involves three parts. *The first part* is the demographic information section, which includes questions about gender, education level, type of school and professional experience. *In the second part*, the Identification of the Critical Leadership Behaviours Scale was used. This scale consists of 4 sub-dimensions as Open-Mindedness and Flexibility, Critical Decision Making and Actions, Research and Communication, Focusing on Development and Decision Making and 30 items in total. Regarding the Cronbach Alpha reliability coefficient of the dimensions of the Critical Leadership Scale; it was found to be .960 for Open-Mindedness and Flexibility; .960 for Critical Decision Making and Actions; .956 for Research and Communication; .955 for Focusing on Development and Decision Making. Cronbach Alpha general reliability coefficient was calculated as 0.986. Cronbach Alpha values close to 1 reveal that the scale is highly reliable. To use the Critical Leadership Scale developed by Aygün and Özgenel (2019) and the permission was attained from the relevant researchers to be able to use the scale in the study. The scores that can be obtained on the scale range from 30 to 150. The scale is 5-point scale that is Never-1, Rarely-2, Usually-3, Often-4, and Always-5. *In the third part*, the School Climate Scale was used. The scale was developed by Canlı et al. (2018) as a current, valid, reliable and useful scale to determine the school climate, and the Cronbach Alpha general reliability coefficient of the scale was found to be 0.933. Cronbach Alpha values close to 1 indicate that the scale is highly reliable. While the scale was being developed, the teacher performance evaluation draft published by the Ministry of National Education in 2018 was taken as the basis. The scale consists of five sub-dimensions which are Democracy and Dedication to school, Leadership and Interaction, Success Factors, Sincerity and Conflict and 23 items in total. The scores that are possible to be obtained on the scale range from 23 to 115. The scale is 5-point scale that is Never-1, Rarely-2, Usually-3, Often-4, and Always-5. The items 20, 21, 22, and 23 were reverse coded. The three sections in the data collection tool were combined into a single form. The official permission was obtained from the Istanbul Provincial Directorate of National Education to conduct the research with the teachers in Istanbul. With the permission, the form was administrated to the teachers who work at public schools in Istanbul in the 2021-2022 academic year.

The scales were delivered to the schools through the District Directorates of National Education. While applying the scales, there was no time limit for the teachers to give correct and sincere answers.

Data Analysis

The data obtained within the scope of the research were first entered into the Excel program and then analysed after being transferred to the SPSS 22 package program. With the SPSS 22 program, the normality distribution of the data was firstly calculated and the Skewness and Kurtosis values were examined. The Skewness and Kurtosis values obtained are demonstrated in Table 2.

Table 2. Skewness, Kurtosis and Cronbach's Alpha Analyzes

Points	N	Skewness	Kurtosis	Cronbach's Alpha
Open-Mindedness and Flexibility	836	-.495	-.744	.941
Critical Decision Making and Actions	836	-.593	-,495	.941
Research and Communication	836	-,791	-,200	.937
Focusing on Development and Decision Making	836	-.613	-,484	.939
Critical Leadership Total	836	-.564	-,652	.979
School Climate	836	-.186	-,666	.900

When the Skewness and Kurtosis values of the sub-dimensions of the Critical Leadership Scale and the data of the School Climate Scale are analysed, it is seen in Table 2 that the kurtosis and skewness values are between -,791 / ,-186. These results indicate that the scores of the scales show a normal distribution. A positively skewed distribution has relatively few number of high values and is right-justified. On the other hand, a negatively skewed distribution has relatively few number of low values and is left-justified. The Skewness values out of the range between -1 to +1 show a highly skewed distribution (Hair et al., 2009). Parametric tests were preferred to conduct the analysis as the data showed a normal distribution. Pearson Correlation Test was applied to reveal the relationship between the sub-dimensions of the Critical Leadership Scale and the school climate, and a multiple regression analysis was conducted to define if the critical leadership style predicted the school climate.

Finding

The means and standard deviation values of the scores obtained from the sub-dimensions of the Critical Leadership Scale and the School Climate Scale are given in Table 3.

Table 3. Mean Scores and Evaluation of the Scales

Points	N	M	sd	Evaluation
Open-Mindedness and Flexibility	836	4.19	.65	High
Critical Decision Making and Actions	836	4.12	.72	High
Research and Communication	836	4.25	.74	Very High
Focusing on Development and Decision Making	836	4.14	.79	High
Critical Leadership Total	836	4.17	.67	High
School Climate	836	4.22	.44	High

While interpreting the findings obtained for the analysis of the results, the values were used in all scales as follows: “1.00-1.80 None”, “1.81-2.61 Low”, “2.62-3.42 Moderate”, “3.43- 4.23 High” and “4.24-5.00 Very High”.

As can be seen in Table 3, Open-Mindedness and Flexibility was found to be “high” (M=4.19; sd=.65); Critical Decision Making and Actions to be “high” (M=4.12; sd=.72); Research and Communication to be “high” (M=4.25; sd=.74); Focus on Development and Decision Making to be “very high” (M=4.14; sd=.79); and Critical Leadership Total was found to be “high” (M=4.17; sd=.67). According to the data collected with the School Climate Scale, the School Climate was found to be “high” (M=4.22; sd=.44).

Pearson Correlation Analysis was conducted to find out the relationship between critical leadership and its sub-dimensions and school climate according to the teacher perceptions, and the results are presented in Table 4.

Table 4. Correlation Analysis Between Critical Leadership and Its Sub-Dimensions and School Climate

	School Climate	
	p	r
Open-Mindedness and Flexibility	,000	,589**
Critical Decision Making and Actions	,000	,613**
Research and Communication	,000	,594**
Focusing on Development and Decision Making	,000	,586**
Critical Leadership	,000	,632**

***p<.01; N=836*

According to Table 4, it is clearly seen that there is a positive and medium level (r=.589; .613; .594; .586; .632 p<.01) significant relationship between the school principal's critical leadership style perceived by the teachers and the school climate (including all sub-dimensions).

Multiple regression analysis was conducted to explore if the critical leadership sub-dimensions perceived by the teachers predicted school climate and the results can be found in Table 5.

Tablo 5. Multiple Regression Analysis Showing Whether School Principals’ Critical Leadership Style Predicts School Climate

Independent Variable	Dependent Variable	B	Std. Error	(β)	t	p
Constant	School Climate	2,516	,078		32,408	,000
Open-Mindedness and Flexibility		,119	,037	,176	3,205	,001
Critical Decision Making and Actions		,155	,043	,254	3,622	,000
Research and Communication		,068	,039	,115	1,728	,084
Focusing on Development and Decision Making		,068	,033	,122	2,029	,043

R= .632; R^2= .400; Adjusted R^2=.397; F=138.402; p<.000

According to Table 5, the school principals' critical decision making and their actions significantly predict the school climate (β=.254; R^2=.400; F=138.402; p.01). The school principals' critical leadership behaviours explain approximately 40% of the total variance in school climate. To state it differently, the principals’ critical leadership behaviours positively affect the school climate. As the school principals’ critical leadership behaviours of get stronger, the school climate increases.

Discussion and Conclusion

School leadership, together with the school climate, affects teacher competencies and motivation and therefore has a critical role in enhancing the outcomes (Pont et al., 2008). According to the perceptions of the teachers participating in the research, a positive and medium level relationship was detected between the critical leadership style of the school principals and the school climate. In addition, a medium level of correlation was observed between each of the critical leadership sub-dimensions and the school climate. Aygün (2018) found a moderate relationship between the leadership practices and the critical leadership behaviors of the school principals and mentioned the importance of leadership behaviors to form a pleasant school climate. The researchers, who claim the existence of a positive significant relationship between analytical thinking, inquisitiveness, and self-confidence, which are among the critical thinking tendencies, and the leadership tendencies (Özdemir et al., 2018), state that the critical thinking tendencies of prospective teachers who will be the future education leaders affect their leadership behaviors. According to Şentürk and Sağnak (2012), it can be said that as the leadership behaviors of school principals expand, the motivation, sincerity, close control, work orientation and tolerating increase in the school climate. When the school principal displays a democratic leadership behavior, an open school climate is observed in the school, while an indifferent school climate can be observed in the school when the school principal displays a laissez faire leadership (Varlı, 2015). While the positive perception of leadership behaviors affects the school climate positively (Şentürk & Sağnak, 2012), it is seen that toxic behaviors such as ignorance, self-interest and selfishness create a negative atmosphere in the school climate (Reyhanoğlu & Akın, 2016; Tepe & Yılmaz, 2020).

The fact that the school climate influences the employees and the school mutually in organizational and administrative processes indicates that it is directly related to the psychological and sociological status of the employees, their attitudes towards work and their motivation. Within this context, the school leader will lead the school's organizational goals and aims by contributing to the general atmosphere that dominates the school. School principals with critical leadership behaviours will be able to create of a school climate that thinks critically, encourages scientific study, research and development, integrates, thinks flexibly, takes differences into consideration, and cares for correct communication.

According to another result, it can be said that the sub-dimensions of critical leadership which are open-mindedness and flexibility, critical decision making and actions, research and communication, focus on development and development explain 40% of the school climate. When the findings regarding the prediction of the school climate in terms of the sub-dimensions of critical leadership were delved into, critical decision-making and actions was observed to be a significant predictor of the school climate. It was revealed that the leadership of the school principal and the school climate had a significant effect on the teacher's work efficiency (Agustina & Kristiawan, 2021). It was also concluded that creative leadership characteristics improved the school climate (Öztürk & Zembat, 2015). Maier (2017) claimed the principal's leadership style was among the most effective aspects of creating a pleasant school climate while Holden (2017) stated that spiritual leadership behaviors predicted the school climate by 44%. It was emphasized that the innovation, justice and belonging climates that form the school climates should be emphasized in the implementation of transformational leadership (Wang, 2019). In addition, it was shown that intellectual encouragement and individual thinking are two characteristics of transformational leadership that could predict the school climate depending on all variables (Garcia, 2018). It was observed that a positive school climate based on respect towards the staff was more prevalent when school principals took action to facilitate cooperation among teachers, enabled teachers to take responsibility to develop their own teaching practices, and made teachers responsible for their students' learning (Bellibas & Liu, 2016). Research introduces the principals' main role in improving and maintaining teachers' commitment to their workplaces. Teacher-commitment affects teaching, learning, innovation and school climate and is a sign of job satisfaction (Price, 2021). School principals should involve teachers and students in the decision-making processes on all issues related to school management to promote a nice school climate (Amedome, 2018). It is also believed that teachers who will consider their school principals as more transformative will also perceive the school climate more positively (Pinkas & Bulić, 2017).

As supported by the literature, the effect of leadership behaviors of school principals is quite high in forming a positive school climate. As stated in the Vision 2023 document of the Ministry of National Education, determining the leadership styles aimed at developing critical thinking, which is among the 21st century skills, and including it in administrative trainings are critical. In addition, efforts to form a pleasant school climate that is always open to improvement should be supported by in-service trainings.

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