

E-ISSN 2619-9254

NUMBER 95 • DECEMBER 2023

# ISTANBUL MANAGEMENT JOURNAL

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**Correspondence Address**

Istanbul University, Faculty of Business Administration, Institute of Business Economics,

Avcılar, İstanbul, Turkiye

Phone : +90 (212) 440 00 00

E-mail: [imj@istanbul.edu.tr](mailto:imj@istanbul.edu.tr)

<https://iupress.istanbul.edu.tr/en/journal/imj/home>

<https://dergipark.org.tr/tr/pub/imj>

**Publisher**

İstanbul University Press

İstanbul University Central Campus,

34452 Beyazıt, Fatih, İstanbul, Turkiye

Phone: +90 (212) 440 00 00

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Authors bear responsibility for the content of their published articles.

The publication language of the journal is English.

This is a scholarly, international, peer-reviewed and open-access journal published biannually in June and December.

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**Publication Type:** Periodical

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# Fostering Entrepreneurial Finance and Entrepreneurship Development: The Moderating Role of Institutional Finance Agencies in Nigeria

Inegbedion Daniel<sup>1</sup> , Akande Olusola<sup>2</sup> 

<sup>1</sup>Dr, Caleb University, Lagos, Nigeria. College of Art, Social and Management Sciences, Department of Business Administration, Lagos, Nigeria

<sup>2</sup>Prof, Ladoke Akintola University, Faculty of management Sciences, Department of Mmanagement and Accounting, Ogbomosho, Nigeria

## ABSTRACT

This research examines the nexus between entrepreneurial finance ( $E_F$ ) and entrepreneurial development ( $E_D$ ) as well as the moderating role of institutional finance agencies ( $IF_A$ ) in Nigeria. We employed a survey approach using questionnaires and interviews to elucidate information gathered from 450 entrepreneurs and five selected institutional finance agencies. In this regard, 450 questionnaires were circulated, and only 300 copies were retrieved from the respondents. Data retrieved was subject to examination using the bivariate correlation and multiple linear regression. The outcomes revealed that  $E_F$  was strongly correlated and significantly related to  $E_D$ . Furthermore, the test for the multicollinearity on the moderating role of institutional finance agencies indicated that  $IF_A$  had a relationship with  $E_F$  ( $R^2$  .337,  $p < 0.05$ ,  $\beta$  .581) and  $E_D$  ( $R^2$  .384,  $p < 0.05$ ,  $\beta$  .618). The result further indicated that  $IF_A$  contributes significantly to both  $E_F$  and  $E_D$ . This study underscores the practical knowledge of  $E_F$  and how it can lead to the  $E_D$  of micro, small, and medium enterprises (MSMEs) and also provides adequate information on the institutional framework.

**Keywords:** Entrepreneurial Development, Entrepreneurial Finance, Institutional finance Agencies & MSMEs

**JEL Code:** M1

## Introduction

The most dynamic and evolving paradigm in today's emerging business environment is the nexus between entrepreneurial finance and entrepreneurial development and the moderating role of institutional finance and governmental agencies. This concept, to an extent, has dramatically changed the creative thinking of potential and existing business entrepreneurs and is becoming not only a career developmental approach but also a desirable employment creation opportunity for most Nigerians and Africans in general. Against this backdrop, in the last three decades, researchers have committed to writing on the subject matter and educating people on the need for entrepreneurial development and financial facilities and accessibility as a bedrock and catalyst for poverty reduction, skill acquisition, and economic growth. Accessibility to financing has been a challenge for small and medium-sized enterprise (SME) operators and entrepreneurs in Nigeria for a long time. Most significantly, the importance of  $E_F$  comes to light when the government in collaboration with institutional finance agencies identifies the major factors inhibiting entrepreneurship development and growth of SMEs. The failure of the conventional educational system and the unemployment rate in the country appear to act as a catalyst for skill acquisition, entrepreneurial creation, and entrepreneurship development (Lee & Wong, 2006; Barinua & Olarewaju, 2022; Okoro, Ngmendoma, Nasse, Carbonell & Nanema, 2022). As a result, many countries of the world, especially in the African continent, supposedly established networks and social support for entrepreneurs (Adebayo & Kovoos, 2016) who have developed the culture and intentions of promoting an entrepreneurial mindset. Several countries in Asia, such as China, Thailand, Japan, and other emerging and developed European countries, such as the UK, as well as the US (Ewan, 2020), have promulgated and established  $E_D$  interventions and various institutions (Turner, 2021).

$E_D$  is a process of activities undertaken by institutional agencies of government and promoters of entrepreneurship to enhance entrepreneurial skills and mindsets (Sherrif & Muffatto, 2021) and develop skill acquisitions. Skill acquisitions can be achieved through structural training, building entrepreneurial culture and attitude, and capacity-building programs (Osemeke, 2012; Ogedengbe, Okhaku & Adekunle, 2016; Inegbedion & Oghojafor, 2021).  $E_F$  refers to any form of funding, borrowing, or credit facility given to an entrepreneur to start an incubating business or to invest in a dying business with a view to rejuvenating the

**Corresponding Author:** Inegbedion Daniel E-mail: daniel.inegbedion@calebuniversity.edu.ng

Submitted: 18.05.2023 • Revision Requested: 06.09.2023 • Last Revision Received: 03.10.2023 • Accepted: 16.10.2023



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business (Barbulescu, Nicolau & Munteanu, 2021). Financing is described as any form of credit contractual agreement between the borrower and the receiver, who receives money or financial support and promises to pay within a period of time and with a certain interest rate or return of investment (Al-Rahahleh, Ishaq & Najuna, 2019). In addition, most financing agencies and organizations provide financial support, advice, capacity building, training, and research for owners of micro, small, and medium enterprises (MSMEs). Certainly, Small and Medium Enterprise Development Agency of Nigeria (SMEDAN), the Bank of Industry (BOI), and other institutional agencies have played pivotal roles in funding and developing MSMEs in Nigeria. Consequently, entrepreneurs of MSMEs tend to provide facilities as a form of guarantee that the finance or loan provided to them can be recovered when they default on payment.

Some of the institutional agencies promoting and financing entrepreneurship development in Nigeria include BOI and SMEDAN (Oseni, 2017). These institutional agencies were conceptualized by the government of Nigeria to stimulate and offer assistance to the various industries in the economy through the financing, nurturing, and support services developed for newly incubated and already existing small, medium, and large industries in Nigeria. These efforts can help SME industries compete favorably with local and international emerging markets. Furthermore, the institutional agencies are fully instructed and empowered to provide technical, non-technical, and non-financial support; marketing assistance (Chidodo, 2015); and provision and funding to SME industries, with a view to developing innovative projects, expanding new market territories, and backing up of new business and operational diversification of risky products or investments.

In recent times, there has been growing attention on entrepreneurship finance discourse as a scholarly field of research. However, considering the significance of entrepreneurial finance to entrepreneurship advancement, entrepreneurial orientation, and strategies, adequate scholarly research is yet to be done in this field (Inegbedion, Afolayan & Opaleye 2019). Besides, the position of researchers on the theme varies depending on the nature of SMEs and the country of study. In recent times, entrepreneurial financing organizations have undergone a structural transformation in most developing countries like Nigeria, and their effort toward promoting entrepreneurship needs to be further explored. In this process of innovative and entrepreneurial drive, industrial development banks and other governmental agencies and parastatals appear to be the only reliable, domesticated, and emerging catalytic institutional and empowerment agencies that have brought about industrial and economic growth for sustainable entrepreneurship development.

Therefore, the research on entrepreneurship finance discourse is a continuum. Given this, this research explores the effect of financing MSMEs for entrepreneurship development and the role of statutory institutional agencies in Nigeria. Most research on this subject in Nigeria focuses on ED and skill acquisition and the role of microfinance banks in promoting SME performance. However, only a few studies focus on exploring statutory institutional finance agencies as a tool for providing and funding SME financing in Nigeria (Akande, 2013; Onwuka, 2014; Akande & Yinus, 2015; Odoom, Fosu, Ankomah & Amofa, 2019; Rabbani, Bashar, Nawaz, Karim, Ali, Rahiman & Alam, 2021). Based on this premise, we plan to determine how financing entrepreneurs can lead to the development and advancement of entrepreneurs and the moderating role of institutional/regulated finance agencies in Nigeria. Entrepreneurial financing and ED can be supported through the efforts of BOI, SMEDAN, Small and Medium Enterprises Equity Investment Scheme (SMEEIS), Central Bank of Nigeria (CBN), and other finance statutory agencies whose core responsibility is to provide financial support and inclusiveness (Inegbedion, Akande, Asikhia, Adeyemo & Adebayo, 2022) and initiate ED programs for micro, small, and medium (MSM) business owners in Nigeria, especially in Lagos.

## Literature Review and Hypotheses Development

The wide-ranging and inclusive terminology “EF” has a variety of related terms, such as fundraising, sources of financing (Huges, 2009), credit and bank financing, venture capital (VC), lease financing, and capital structure theory. Most recently, contemporary literatures use the terms venture capital, crowdfunding (Agrawal, Catalini & Goldfarb, 2010; 2014), business angel and other traditional interactive financing schemes (Hanssens, Deloof & Vanackers, 2015). Hence, EF can be conceptualized as value creation and resource distribution and the provision of finance to business entrepreneurs (Inegbedion, Olalekan & Adebayo, 2022). This entails raising money for new start-up ventures and evaluations (Abor, 2016; Alemany, 2014). Accordingly, strategic EF is a method of obtaining, securing, and acquiring resource allocation, risk allocation (Klonowski, 2014), and capital or funds for effective entrepreneurial decision-making to enable entrepreneurs to incubate new ventures or embark on innovative ideas and implementations (Knight & Huang, 2015; Osemudiamen, Adebayo, Olalekan & Ekperiwere, 2022). Entrepreneurs who seek capital or funding can start new operational businesses and make their vision a reality. This perspective supports the article of Gompers and Lerner (2011), which posits that money is a ‘catalyst of innovation and creativity.’ Conversely, the term entrepreneurship development can be viewed from different scholarly angles. Hathaway (2013) described ED as an organized and regular training process undertaken by individual entrepreneurs to acquire skills and knowledge and change their behavior toward organizational goals. Saidi and Abideen (2017) explained the concept of ED from the titled nature of growth and development. The authors posit that ED refers to the increase in the capacity, skills, learning, and knowledge of entrepreneurs to function effectively. Development, therefore, is mostly seen in terms of its connections to growth.



### ***Relationship between Entrepreneurial Finance and Entrepreneurial Development***

Previous researchers and empirical scholarly studies have examined EF and its contribution to ED. For instance, Andriamahery and Qamruzzaman (2022) employed the use of a questionnaire, a structural equation model (SEM), and a multivariate analytical approach to examine women-owned businesses and women entrepreneurs having access to finance, training, skills, technical acquisition and information on financial knowledge for enhancing entrepreneurship development. The findings revealed that financial expansion, technical know-how ability, and financial literacy of women entrepreneurs contribute significantly to ED, empowerment, and entrepreneurship sustainability. Subsequently, Mehta, Qamruzzaman, and Ayesha (2022) conducted a study on salon, boutique, and clothing shop owners, as well as fashionpreneurs. All of the selected respondents were women entrepreneurs from the developing country of Bangladesh, who are less privileged and have inadequate access to financing and the implications on ED. The study revealed that the tripartite variables—accessibility to finance, knowledge management, and women’s leadership style—play pivotal roles in contributing to ED among women entrepreneurs. Similarly, Abiola, Adedoyin, Abiola, Tochukwu, and Godwill (2020) utilized the pooled data least squares to assess the connections between financial stability and ED. Furthermore, they also identified the implications for achieving national advancement plans in a spectrum dated 2004–2017. This study covered the sub-Saharan African nations. The results showed that the financial strength of the bank had a significant relationship with ED. In addition, the stability of the financial environment provides a suitable ground for ED and –starting new businesses. Invariably, Fowowe (2017) employed panel data also known as enterprise data survey from the World Bank to empirically examine the relationship between financing and the growth of entrepreneurial firms. The results indicated that enterprise firms that have low-level credit limitations experienced faster growth than enterprise firms with high-level credit limitations. Therefore, we concluded the stated assumption as:

**H<sub>1</sub>:** Entrepreneurial finance affects ED.

### ***The Moderating Role of Institutional Government Finance Agencies and Their Impact on Entrepreneurial Finance***

The hypothetical premise of the moderating role of institutional government finance agencies and the significance of EF has been confirmed by past empirical literature. For example, Cai, Li, Sikandar, Asadullah, and Shumalia (2020) studied the moderating and mediating role of statutory institutional finance agencies and business incubators in the relationship between enterprise financing and entrepreneurship development, such as networking services, financial support, and enterprise training programs. It was revealed that enterprise institutional agencies of government and business start-up incubators have a role to play in entrepreneurship development, training support, networking, and financial services to entrepreneurs. A related study by Tetteh, Kwarteng, Gyamera, Lamptey Sunu, and Muda (2022) employed a partial least square structural modeling equation to investigate the mediation and moderating role of corporate governance on the financing decision of small business performance. The findings indicated that corporate institutional governance systems and financing decisions had a significant connection with small business performance. Therefore, we conclude the stated premise:

**H<sub>2</sub>:** The moderating role of institutional government finance agencies affects Entrepreneurial Finance.

### ***The Moderating Role of Institutional Government Finance Agencies and Their Impact on Entrepreneurial Development***

Conventionally, entrepreneurial agencies are focused on young entrepreneurial innovative mindsets, with a view to providing financial assistance, organizing training for young entrepreneurs, and providing entrepreneurial training programs and entrepreneurship education for people who are interested in establishing a new business enterprise (Inegbedion & Oghojafor, 2021). Akpoviroro and kadiri (2018) studied the pivotal role of entrepreneurial agencies as a catalyst in the process of ED. The authors further examined the various challenges militating against institutional capacity and empowerment agencies in Nigeria. For this study, they employed an explanatory qualitative research design. The findings revealed that poor planning and training programs and other problems affect the role of institutional government finance agencies in Ogun State, Nigeria. In the same vein, Jegede and Orewole (2020) determined the influence of government entrepreneurial agencies on entrepreneurship development. The findings showed that the significant impact of entrepreneurial agencies is very minimal due to issues, such as corrupt practices, bureaucratic practices, and the lack of entrepreneurial intention of the managers of agencies in Nigeria. In contrast, Ahsan, Adomako, and Mole (2021) studied the mediation between formal and regulated agencies in Ghana and their relationship with entrepreneurial activities, persistence-motivated entrepreneurs, and small business venture performance. The results revealed a connection between institutional support, business activities, and outcomes of small ventures in Ghana, which empowers motivated entrepreneurs within a hostile environment.

The above three assumptions previously stated were drawn from a previous study (Inegbedion, Olalekan, Adadugba & Ebiere, 2022) based on the institutional-based theory of entrepreneurship finance (Acemoglu, Aghion & Zilibotti, 2006) and the resource-based theory of entrepreneurship finance (Subramanian, 2010, cited in Ifionu & Akinpelumi, 2017). Financial resources are the most significant resources that contribute to the success and advancement of MSME operators. Adequate financing of entrepreneurs

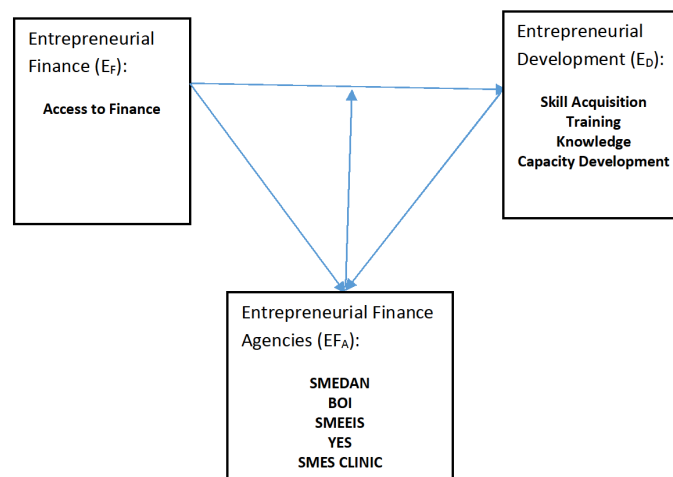
leads to ED and job creation (Inegbedion, Akande, Olalekan, Adeyemo & Adebayo, 2022; Noor & Isa, 2020; Abiola, Adedoyin, Abiola, Tochukwu & Godwill, 2020). Furthermore, government intervention through institutional agencies plays a critical role in deciding the appropriate entrepreneurial policies and programs suitable for entrepreneurs and MSMEs. Subsequently, the institutional agencies provide, support, and develop entrepreneurial programs that help enhance entrepreneurial intention and build capacity development. In inference, the proposed assumption is:

**H<sub>3</sub>:** Institutional finance agencies have a significant association with entrepreneurial development.

Several statutory, regulated, and institutional finance agencies and intervention programs have been formulated by the Nigerian government. These institutions were recognized by the government to provide financial support to MSMEs, build entrepreneurial skills, and introduce capacity-building programs, which will enhance entrepreneurial intention and the culture of entrepreneurs who are involved in educating and training graduates and non-graduates to be self-employed (Inegbedion et al., 2021). Therefore, capacity-building programs are usually targeted at owners of MSMEs, with the aim of equipping them with entrepreneurial tools for self-employment and entrepreneurship (Njoroge & Gathungu, 2013; Nungsari, Ngu Shi & Chin, 2022), management of successful businesses, and entrepreneurial sustainability.

Therefore, the institutions formed by the government to support and finance microbusinesses include the Nigerian Bank for Commerce and Industry, The Nigerian People’s Bank, and the various microfinance banks under the supervision of CBN. The Raw Materials Research and Development Council is one of the established intervention, research-based, and educational training institutions mandated to support micro and small businesses. Furthermore, the CBN established the Small and Medium Industries Equity Investment Scheme (Sanusi, 2001; Isaac & Abimbola, 2005) as an intervention program required by financial institutions to provide funds for SME equity investment schemes.

In the last decades, the Nigerian government set up more institutional finance agencies for providing credit lending and technical and management support and initiating training programs for new incubators and potential entrepreneurs. Consequently, institutional agencies, such as the Manufacturing Association of Nigeria (MAN), SMEDAN, and BOI (Umadia & Kasztelnik, 2020), are formed and regulated by the tripartite arms of the nation in order to support and assist trades, such as small- and medium-scale businesses (Akinbola, Sanni & Akinbola, 2019). Shanker (2019) stressed that in delivering the financing requests of MSME owners, the government established specialized institutions and credit finance schemes to support MSME development. These financing agencies are mostly development finance institutions/banks (DFIs) mandated to assist in overcoming the challenges and restrictions entrepreneurs encounter in accessing funds and identifying training needs (Maliti & Nwewa, 2015). Hence, these agencies include the Agricultural and Rural Development Bank, the Bank of Agriculture, the Nigerian Bank of Commerce and Industries, and the Nigeria Export-Import Bank promotion. Other intervention support programs developed by the government to create job opportunities and reduce poverty include the Youth Empowerment Scheme (YES), the Nigeria Directorate of Employment, the Youth Employment and Vocational Skills Development Programme, and so forth. This specialized intervention and empowerment programme was initiated to eliminate unemployment, promote entrepreneurship, and encourage ED. More importantly, the Nigerian government initiated the development finance projects, which were unveiled in 2019 in alliance with the Development Bank of Nigeria. Their role includes initiating support, providing long-term financing, lending, and maintaining limited credit collateral financial agreements with MSMEs. Hence, the government has disbursed a significant amount of US\$243.7 million to approximately 50,000 MSME entrepreneurs, of which very minute significant figure were women entrepreneurs.



**Figure 1.** Researcher’s Design and Conceptual Model

Figure 1 illustrates the moderating role of institutional finance agencies and their relationship with EF and ED. The conceptual model shows the link between EF and ED and how EF agencies moderate the two main variables.

## **Methodology**

The study employed a quantitative statistical analytical approach, utilizing a mixed data collection strategy that involved the use of questionnaires and interviews. Therefore, to gain more insight into the study, the authors employed a survey approach using questionnaires and interviews to gather information from registered MSMEs based in the Lagos State division and five selected institutional finance agencies. Prominent among the respondents are MSM entrepreneurs who have benefited from access to finance or any form of credit facility from institutional government finance agencies or any form of intervention, support, and training programs. Hence, the outstanding excellence of Lagos is predicated on the premise that Lagos is the heart of industrial development in the nation. Besides, Lagos metropolis has the highest proliferation of MSMEs. This is in support of the National MSME survey report, 2020, which states that a total of 39.6 million MSMEs in Nigeria, out of which 91,073 are based in Lagos metropolis, represent 23.4% of MSMEs in Lagos (NBS, 2017) (Inegbedion, Asikhia & James, 2020).

## **Study Population and Sampling Techniques**

Due to the heterogeneous nature of the population within the same clustered group, it was necessary to estimate the population size based on the number of registered MSME operators from the same group who have benefited from access to finance/credit facilities provided by SMEDAN, SMEEIS, BOI, and other intervention programs of the government in the last seven years. A multistage sampling technique was adopted for this study. According to the National Enterprise Development Programme (NEDEP), an estimated number of more than 3,800 owners and managers of MSMEs applied for finance support, loans, or credit facilities. However, only an estimated figure of over 2,000 entrepreneurs benefited from access to finance, borrowing funds, and technical support (Aganga, 2015). Thus, multi-stage nonprobability sampling techniques were employed for this study, which include convenience, purposive, stratified, and random sampling techniques. The aim for employing these techniques is built on the statistic that the respondents are willing to supply information gathered from the research instrument and interview. Purposive sampling was utilized because only the institutional agencies and registered entrepreneurs who had benefited from intervention funds and credit facilities or were supported with finance were considered for this study. Furthermore, stratified sampling was employed as the population is divided into strata within each stratum; thus, very MSME manager or operator was given an equal opportunity to be selected using a random sampling method. The sampling frame adopted for this study consists of 2,000 operators of MSME or entrepreneurs in Lagos State and four selected institutional finance, research, and marketing agencies. The selection of these four categories of agencies is based on their deep involvement in EF, funding support, capacity development, training, value chain, research, and marketing. Ultimately, a sample size of 450 was determined using Yamane's sample size formula (Yamane, 1973, cited in Daniel & Terrell, 2006). Hence, a total of 450 copies of the questionnaire were administered randomly via a Google form or in person to registered entrepreneurs who represent 23% of the total population that have benefited from access to finance, any form of credit facilities, capacity development, and training. This gave room for unbiased representation. Out of 450 questionnaires distributed, only 300 copies were retrieved from the respondents, which represent 66.7% of the number subjected to data analysis. To study and assess the validity and consistency of the pilot survey responses, the Cronbach's Alpha consistency test was adopted. The test scores for entrepreneurship finance, ED, and institutional finance agencies were 0.762, 0.782, and 0.801, respectively. These scores validate the available information in the questionnaire. Therefore, a single correlational analysis was adopted to check for the first hypothesis, and multiple regression analysis was employed to test the second and third hypotheses.

## **Measurement of Research Instrument and Reliability Test**

The questionnaire was adapted from the empirical work of Brophy and Shulman (1992), Denis (2004), Saint Pierre and Mathieu (2003), and Maris and Sugeng (2019) for measuring EF. For measuring ED, the works of Abdullah (1999), Wang and Wong (2004), Tambunan (2008), Robson and Haugh (2009), and Ali and Ali (2013) were employed. The empirical works of Falola et al. (2020), Hassan and Olaniran (2011), and Abereijo et al. (2009) were used for measuring institutional finance agencies. The Cronbach's alpha reliability test is expected to be above 0.70 (Atandi, Bwisa & Sakwa 2017; Taber, 2018). EF, ED, and the moderating role of EF agencies each had a Cronbach's alpha of 0.820, 0.860, and 0.890, respectively.

## **Model Specification**

The model reflects the conjectural statement that was tested in line with the objectives. The first hypothesis was tested using a single Pearson correlation analysis. A single Pearson correlation analysis tests the direction and connection concerning two or more variables, in this case, EF and ED. The second and third hypothetical assumptions were tested by adopting multiple regression analysis. Thus, the model correlation coefficient between EF and ED for hypothesis one is stated below:

$$Y = f(X)$$

Therefore,  $E_f = f(E_D)$ . . . . . (i)

For hypotheses two and three, multiple regression analysis was used to examine the moderating role of institutional finance agencies and their effect on EF and ED.

$$IF_A = E_F + E_D$$

Therefore  $Y = [X, Z]$

$$E_D[Y] = F[X] E_F$$
 . . . . . (ii)

Thus,  $Y = F[E_F, E_D]$ . . . . . (iii)

The study adopted the Morgan, Elijah, and Ngacho (2019) model with very little but unique modifications. To further strengthen the model used in this study, the implicit form of the equation for the multiple regression model was estimated as:

$$Y = \alpha_0 + \beta_x + e_t$$

Specifying it in explicit form:

$$Y = \alpha_0 + \beta_1 \times_1 + \beta_2 \times_2 + \beta_3 \times_3 + \dots \beta_n \times_n + e$$

Therefore,  $Y = \alpha_0 + \beta_1 E_{F_1} + \beta_2 E_{D_2} + \beta_3 IF_{A_3} + \dots \beta_n \times_n + e$

$E_{F_1}$  = Entrepreneurial finance

$E_{D_2}$  = Entrepreneurial development

$IF_{A_3}$  = Institutional finance agencies

$\beta_1 \beta_2 \beta_3$  = Parameters of coefficient

e = Estimated error

**Results and Discussion**

The study utilized both quantitative and qualitative approaches to data analysis. Data obtained from primary sources via email questionnaires were analyzed through a quantitative approach, whereas data obtained from secondary sources were analyzed using a qualitative approach. All aspects of this approach were executed through correlational analysis and multiple regression analysis.

To test the first objective and the hypothetical statement, Pearson correlation analysis was employed to examine the relationship between EF and ED.

**Table 1.** Pearson correlation between  $E_F$  and  $E_D$

Model 1		$E_F$	$E_D$
$E_F$	Pearson Correlation	1	.671(*)
	Sig. (2-tailed)		.000
	N	300	300
$E_D$	Pearson Correlation	.671(*)	1
	Sig. (2-tailed)	.000	
	N	300	300

Correlation is significant at .05 level (2- tailed) \* $p < .05$   
 Source: Research Analytical Survey, 2022

Given the demonstration of the analysis in Table 1, EF correlated strongly and significantly with ED, with a correlation coefficient of  $r = .671$  and a probability or P value less than .01 (\* $p < .05$ ). This can be represented as ( $r = .671$ ;  $p < .05$ ). Given this result, it can be deduced that there is a link between EF and ED. Relatedly, entrepreneurs’ access to finance resulted in ED.

**Results Showing the Relationship between  $H_1$  and the Related Sub-Proposed Hypotheses from  $H_2:H_3$**

Source: Research Analytical Survey, 2022 \* $p < 0.003$

As shown in Table 2, multiple regression analysis was employed to analyze the moderating role of  $IF_A$  and their impact on  $E_F$  and  $E_D$ . An affirmative connection was found between  $IF_A$  and  $E_F$  as well as between  $IF_A$  and  $E_D$ . In a typical formula, two institutional finance agencies had a positive association with  $E_F$ . In order to assess the moderating effect of  $IF_A$  on  $E_F$  in model 2, the R result of .581 represented 58.1%, which indicated a linearity between  $IF_A$  and  $E_F$ . Thus, to determine the coefficient of determination,  $R^2$  is .337. This result indicated that  $IF_A$  contribute significantly to  $E_F$  by 33.7%. The  $p = 0.003 < 0.05$  value indicates that institutional finance agencies determine access to  $E_F$ . The value  $R = .335$ , representing the independent dimensions  $IF_A$ , explicated 33.5% of the variance in the dependent variable  $E_F$ . Furthermore, the F-statistics or distribution of 20.677 revealed that the null hypothesis is significant. The beta statistical figure .581 represents that the null hypothesis supports the null hypotheses between  $IF_A$  and  $E_D$ .

**Table 2.** Multiple Regression analysis of Moderating the role of Institutional Agencies ( $IF_A$ ) and the significant effect on entrepreneurial finance ( $E_F$ ) and entrepreneurial development ( $E_D$ )

	2 <sup>nd</sup> Variable	Cronbach's alpha ( $\alpha$ )	Entrepreneurial Finance ( $E_F$ )	Entrepreneurial Development ( $E_D$ )	Sig	Result & Description
Model 2	Moderation of Institutional Finance Agencies ( $IF_A$ )	0.860	.581a**		0.003	Significant
	$R^2$ Adjusted R F-statistics of model T-Value		.337 .335** 20.677** 14.081			
	Beta Coefficient		.581			
Model 3	Moderation of Institutional Finance Agencies ( $IF_A$ )	0.890		.620***	0.003	Significant
	$R^2$ Adjusted R F-statistics of model T-value			.384 .381 21.441 15.031		
	Beta Coefficient			.618		

Furthermore, OLS regression techniques were utilized to determine the significant effect and the moderating influence of  $IF_A$  on  $E_D$ . In model 3,  $IF_A$  is expected to be optimistic with respect to the linearity observed in  $E_D$ . In addition, in model 3, to further examine the moderating influence of  $IF_A$  on  $E_D$ , the OLS statistical assessment indicated a value of  $R = .620$ , suggesting a significant effect at 62.0%. The result reports a positive linear relationship between  $IF_A$  and  $E_D$ . Consequently, to determine the coefficient, the  $R^2$  value is found to be .384. This result revealed that  $IF_A$  contributes significantly to  $E_D$ , with a value of 38.4%. The  $P = 0.003 < 0.05$  value indicates that  $IF_A$  determines  $E_D$  among entrepreneurs. Hence, the hypothetical assumption

was accepted. Furthermore, the adjusted  $R = .381$  value revealed the link between the controlled or manipulated dimension and the response/observed variable. IFA elucidated 38.1% of the variance in the response dimension of  $E_D$ . Moreover, the F-statistics sign of 21.441 revealed a significant value of the model. The beta value, which is also the P-value of .618, shows that the null hypothesis was rejected and indicates that  $IF_A$  is significantly related to  $E_D$ . Hence, several findings back the various empirical works in support of detailed objectives. These results corroborated the research of Cai *et al.* (2020), which studied the intermediating interrelationship of statutory institutional finance agencies with enterprise financing and entrepreneurship development, such as interacting services, venture capital support, and enterprise capacity development. The findings revealed that enterprise institutional agencies of government and business start-up incubators play a critical role in offering entrepreneurship development, training support, networking, and financial services to entrepreneurs. Similarly, in their article, Akpoviro and Kadiri (2018) reiterated the pivotal role of entrepreneurial agencies as a catalyst in ED. The outcomes of their study demonstrated that poor planning and training programs and other problems affect the role of institutional government finance agencies in Ogun State, Nigeria. The empirical work of Jegede and Orewole (2020) also examined the influence of entrepreneurial agencies of government on entrepreneurship development, therefore, the results of the empirical study showed that the impact of entrepreneurial agencies on entrepreneurship development is very minimal due to emanating issues, such as corrupt practices, bureaucratic practices, and the lack of entrepreneurial intention of the managers of agencies in Nigeria. Alternatively, Ahsan *et al.* (2021) studied the mediating and moderating role of institutional agencies in Ghana and their relationship with entrepreneurial activities, persistence-motivated entrepreneurs, and small business venture performance. The authors demonstrated that there was a relationship between institutional support and entrepreneurial activities and the performance of small ventures in Ghana, which support and motivate entrepreneurs within hostile environments.

### Conclusions

The study examined the role of institutional finance agencies in financing entrepreneurship and supporting ED. The study explicitly investigated the relationship between EF and ED. It also evaluated the moderating role of institutional agencies and their relationship with EF and ED in Nigeria. The study revealed that institutional agencies enhance financial support, access to start-up capital, and ED. Relatedly, the study found that EF has a significant impact on entrepreneurship development. Based on the findings, the following recommendations were expressed by the authors. First and foremost, the government in collaboration with the various supporting agencies should set up a financing scheme or program. This policy or program is expected to provide every potential and existing entrepreneur access to finance either in the short run or the long run. Furthermore, all other agencies formed by the federal government to support entrepreneurship finance and development should be properly monitored to ensure that money budgeted for supporting finance projects and entrepreneurship programs is disbursed to entrepreneurs and operators of MSMEs. Most importantly, the government should have a database of registered entrepreneurs and non-registered entrepreneurs. Consequently, adequate information concerning numbers of those who had in the past benefited from any form of access to finance or credit facilities should be collected and be in the custody of the required institutional agencies of government.

### Implication of the Finding

Applied and real-life situations of the current study revealed the fundamental role of institutional finance agencies as essential instruments for entrepreneurial financing, entrepreneurship development, and entrepreneurship growth. This study underscores the germaneness of entrepreneurship development, highlighting the importance of identifying entrepreneurship needs with the aim of improving the skills, knowledge, attitude, and behavior of entrepreneurs. The findings help to emphasize the need for financing MSMEs to develop an entrepreneurial mindset with the help of institutional support agencies and programs.

In addition, this study can be practically applied by researchers, entrepreneurs, enterprises, and institutional agencies of government. The study confirmed that entrepreneurial financing is the fundamental and crucial element of ED, and the support of institutional government agencies provides financial and entrepreneurial sustainability. Therefore, the practical managerial and theoretical implication is that MSME funding will not only be a supportive initiative but an institutional and formulated policy that will promote ED and financial sustainability.

### Limitations and Future Research

After concrete research and in-depth analyses, certain suggestions and future scholarly directions are identified. Most importantly, the authors have looked at various institutional and supporting agencies in Nigeria that support entrepreneurship financing. It is expedient that future research compares the role of other intitutional bodies in Europe and other African countries. The authors also identified moderating variables, such as institutional finance agencies, to strengthen and support other variables of the study. Furthermore, future research can explore other moderating variables, such as capacity development, training, entrepreneurial intention, and entrepreneurship education. The use of a mixed research strategy can also be employed.

**Abbreviations**

BOA: Bank of Agriculture  
 BOI: Bank of Industry  
 CBN: Central Bank of Nigeria  
 DBN: Development Bank of Nigeria  
 DFIs: Development finance Institutions Bank/scheme  
 ED: Entrepreneurial Development  
 EF: Entrepreneurial Finance  
 IFA: Institutional Finance Agencies  
 MSM: Micro, Small and Medium  
 MSMEs: Micro, Small, Medium Enterprises  
 NBCI: National Bank of Commerce and Industries  
 NDE: Nigeria Directorate of Employment  
 NEDEP: National Enterprise development programmes  
 RMRDC: Raw materials and research development council  
 SMEDAN: Small and Medium Enterprise Development Agency of Nigeria.  
 SMEIS: small, medium industry, equity investment scheme.  
 YES: Youth Empowerment support

**Ethics Committee Approval:** This study was approved by the ethics committee of the Caleb University Office DVC, RISA

**Peer Review:** Externally peer-reviewed.

**Author Contributions:** Conception/Design of Study- I.D., A.O.; Data Acquisition- I.D., A.O.; Data Analysis/Interpretation- I.D., A.O.; Drafting Manuscript- I.D., A.O.; Critical Revision of Manuscript- I.D., A.O.; Final Approval and Accountability- I.D., A.O.

**Conflict of Interest:** Authors declared no conflict of interest.

**Financial Disclosure:** Authors declared no financial support.

**ORCID:**

Inegbedion Daniel 0000-0002-9413-8339  
 Akande Olusola 0000-0002-6258-4959

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### How to cite this article

Daniel, I., Olusola, A., (2023). Fostering entrepreneurial finance and entrepreneurship development: the moderating role of institutional finance agencies in Nigeria. *Istanbul Management Journal*, 95, 1–11. <http://doi.org/10.26650/imj.2023.95.1298680>

# Foreign Direct Investment and Labor Productivity: Evidence from Industrial Firms in Türkiye

Aytuğ Sözüer<sup>1</sup> 

<sup>1</sup>Assoc. Prof. Yalova University, Department of International Trade and Finance, Yalova, Türkiye

## ABSTRACT

This study aims to determine the presence of foreign direct investment (FDI) spillovers in Türkiye by examining the labor productivity of manufacturing firms. Based on relevant theoretical frameworks and empirical evidence, the research compares foreign-capitalized and domestic companies in Türkiye in 27 industries between 2011 and 2019. The analysis uses a multiple cross-sectional design based on data from the Istanbul Chamber of Industry's annual reports. Throughout the chosen period, consecutive equivalence tests show that labor productivity is comparable among firms in the same industry with both domestic and foreign equity. This finding reveals a convergence in labor productivity levels between foreign-capitalized and domestic firms, confirming foreign ownership's positive influence on Türkiye's manufacturing sector. The finding is consistent with prior research conducted in the Turkish context and supports the notion that FDI facilitates intra-industry spillovers, contributing to the nation's overall labor productivity growth under endogenous growth theory principles. The study highlights several avenues for harnessing the benefits of FDI for Türkiye's economic growth and competitiveness in terms of policy and practice recommendations. Policymakers are encouraged to foster a stable and appealing business environment for foreign capital by implementing regulatory reforms and streamlining bureaucracy. The emphasis on technology transfer and knowledge spillovers should be a priority, with incentives for research collaborations and education programs to enhance the skills of the domestic workforce. Regional development initiatives and sector-specific policies can further optimize the impact of FDI. In addition, domestic companies can also play a pivotal role by engaging in collaborations, investing in human capital, adopting advanced technologies, and embracing a culture of continuous improvement to leverage FDI-induced productivity gains. Future research should look at sector-specific analyses, regional disparities, firm heterogeneity, and the effectiveness of existing FDI-related policies, all of which will contribute to a more comprehensive understanding of FDI's role in Türkiye's labor productivity, competition, and economic development.

**Keywords:** FDI, spillovers, factor productivity

**JEL Codes:** F23, J24, O19

## Introduction

In 2022, the global foreign direct investment (FDI) stock is estimated to exceed 44 trillion USD. Türkiye's share of this capital accumulation has approached 0.4%, rising from 0.25% during the 2000–2022 period (UNCTAD, 2023). Although this proportion appears to be small, it represents the presence of over 80,000 foreign-capitalized companies in the country and approximately 165 billion USD in international direct investment stock. This substantial capital accumulation adds depth to the country's economy and influences market dynamics.

In the 1950s, the Republic of Türkiye endeavored to encourage foreign investment through enacted laws, and in the 1980s, it adopted neoliberal policies to open up its economy further. Factors such as the Customs Union agreement signed between the European Union and Türkiye in 1995, the approval of Türkiye's candidacy to the EU in 1999, and the start of the membership negotiation process in 2005 have facilitated institutional transformations influencing the flow of FDI into the economy (Koçtürk and Eker, 2012; Togan, 2010). The current consensus suggests that such economic openings to international markets result in efficiency gains in domestic markets (Tintin, 2012).

FDIs are predominantly driven by international companies seeking increased productivity in new resources, markets, or value chains in different countries, expecting above-average returns. Naturally, these companies seek to outperform their competitors

**Corresponding Author:** Aytuğ Sözüer **E-mail:** aytug.sozuer@yalova.edu.tr

**Submitted:** 31.07.2023 • **Revision Requested:** 13.09.2023 • **Last Revision Received:** 19.09.2023 • **Accepted:** 13.11.2023



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in foreign markets where they take on risks through capital transfers. The consequences of these expectations and the preceding dynamics have sparked interest in the field of strategic management literature.

As Hymer (1960) pointed out, the early stages of international business research have widely accepted that firms operating abroad began at a competitive disadvantage due to their unfamiliarity with the host country's cultural, economic, legal, and similar conditions. Later, as multinational enterprises expanded their scope, the assumption of the situation reversed. Multinational enterprises gained a competitive edge over local firms by transferring their distinctive advantages to their foreign subsidiaries (Caves, 1996; Dunning, 1993; Markusen, 1995). The technological knowledge, economies of scale, supply and marketing networks, general management skills, and strong reputation of these large enterprises were highlighted as factors that made them more successful than local competitors in the countries where they invested (Aitken and Harrison, 1999; Yeaple, 2003).

Labor productivity is a key indicator of competitive advantage in producing goods and services relative to labor input. Higher labor productivity improves economic output per capita without additional labor resources. Increased labor productivity boosts global competitiveness by lowering production costs, attracting foreign investment, and increasing exports. According to OECD data, the overall labor productivity in Türkiye is increasing (1970 index = 26.6; 1995 index = 54.9; 2019 index = 114), which can be attributed to institutional pressures of organizational theory (DiMaggio and Powell, 1983).

This study examines whether international firms, with their assumed distinctive advantages, are advantageous in terms of labor productivity in Türkiye, compared to local competition.

The following sections present the theoretical knowledge and empirical findings of the existing literature. Subsequently, the hypothesis are tested by comparing the labor productivity of foreign-capitalized companies in Türkiye with those of domestic firms, and the findings are discussed.

## Literature Review and Hypothesis

### Spillover theory

The FDI research has been investigating spillover effects since the 1960s. MacDougall (1960) was among the first to investigate spillovers as potential FDI effects, analyzing their effect on the general welfare. Meanwhile, Corden (1967) explored the effects of FDI on optimal tariff policy. These early studies sought to ascertain the costs and benefits associated with FDI (Blomström & Kokko, 2003).

Spillover effects play a crucial role in shaping the impact of FDI on host economies. These effects can be horizontal and vertical, depending on the type of knowledge transfer and diffusion. Horizontal spillovers occur when knowledge and technology spread among firms in the same industry, whereas vertical spillovers happen when knowledge is transferred between firms at different stages of the production chain, such as between multinational corporations (MNCs) and their local suppliers (Thuy, 2007).

Horizontal spillovers are frequently caused by MNCs' direct interaction with local firms and their exposure to advanced technology, management practices, and marketing techniques. As local firms learn from MNCs and imitate their processes, they can improve their productivity and competitiveness. Furthermore, the presence of MNCs can create positive externalities by attracting skilled workers, fostering innovation, and generating knowledge spillbacks that benefit the local workforce and economy.

Meanwhile, vertical spillovers occur through the integration of local suppliers into the global value chains of MNCs. When local suppliers become part of MNC supply chains, they are exposed to international quality standards, production techniques, and market requirements. This integration can result in increased efficiency, improved production processes, and higher product quality in local supplier firms. Furthermore, access to larger markets through MNCs can enable local suppliers to achieve economies of scale and specialization, boosting their productivity and global competitiveness (Hanousek, Kocenda, & Maurel, 2011).

Theoretical literature suggests that imitation, skills acquisition, competition, and exports can boost host country's productivity (Görg & Greenaway, 2004). These processes are detailed in the following.

*Imitation:* New products and processes spread through imitation. Reverse engineering is frequently used in technology transfer from developed to developing economies. Simpler products and processes are easier to imitate. However, managerial and organizational innovations are easier to copy. It is unlikely that multinational firms' rents would be eliminated by imitation. However, technological upgrades based on imitation could spillover and boost local firm productivity. A notable spillover effect occurs when a local company increases its productivity by replicating the technology used by MNC affiliates operating in the host market. Another type of spillover occurs when a subsidiary's entry intensifies competition in the host economy, forcing local businesses to use existing technology and resources better. Furthermore, competition may encourage local businesses to seek out new, more efficient technologies, leading to advancements in industries within and outside the affiliate's sector (Blomström & Kokko, 1998). Given foreign investment's association with the parent company's intangible assets, it is regarded as an important channel for technology diffusion, particularly in developing nations. Therefore, foreign investment is likely to transfer hard (e.g., machinery,

blueprints) and soft (e.g., management, information) technologies. This knowledge transfer has two dimensions: generic knowledge, such as management skills and quality systems, and specific knowledge that is difficult to acquire through arm's-length transactions due to the receiving country's policy environment or internalization incentives. By providing expertise in identifying and implementing systems that meet technical specifications and ensure on-time delivery, foreign partners can facilitate local companies' cost-effective learning and upgrading (Djankov & Hoekman, 2000).

*Competition:* Without monopoly status, an incoming firm will compete with indigenous firms. Even if indigenous firms cannot copy MNCs' technology and production processes, their entry forces them to use existing technology more efficiently, thus increasing productivity. One of the primary benefits of arm's length trade is increased competition, which reduces inefficiency. Competition may hasten the adoption of new technologies. According to Caves (1971:15), "whatever the market structure that results from the influence of direct investment, it can be argued that entry by a foreign subsidiary is likely to produce more active rivalrous behavior and improvement in market performance than would a domestic entry at the same initial scale." Furthermore, user contact is critical to technology diffusion, particularly through MNC affiliates. As potential adopters interact with current users, the uncertainty surrounding innovations decreases, and the likelihood of imitation or adoption increases. Foreign affiliates' presence demonstrates the viability and profitability of new products and processes, thereby encouraging local businesses to adopt and incorporate them into their operations. This process can happen repeatedly as innovations are transferred from the parent MNC to the subsidiary, resulting in sustained productivity gains (Blomström & Kokko, 1998). Spillovers can occur due to direct knowledge transfer from foreign customers to local suppliers, increased MNC requirements for product quality and on-time delivery, and increased demand for intermediate products, allowing local suppliers to benefit from scale economies. Similarly, domestic firms can increase productivity by accessing new, improved, or cost-effective intermediate inputs manufactured by MNCs in upstream industries (Javorcik, 2004).

*Skills acquisition.* Human capital can aid in the adoption of new technology. Even in low-wage areas, MNCs require skilled labor. They invest in training that cannot be locked in. Labor movement from MNCs to other existing or new firms can improve productivity through two mechanisms: direct spillover to complementary workers and knowledge carried by workers who move.

*Exports.* Domestic firms can learn to export from MNCs. Exporting necessitates fixed costs to establish distribution networks, transportation infrastructure, and learn about the tastes of foreign consumers, regulatory arrangements, and so on. Such information is usually available to MNCs, who use it to export from the new host country. Local firms can learn to export through collaboration or imitation (Görg & Greenaway, 2004).

In summary, local businesses may experience increased productivity due to linkages with MNC affiliates. By hiring former MNC employees, they could emulate MNC technologies or gain access to specialized skills. In addition, increased competition caused by foreign entry can result in the adoption of new technologies and motivate domestic companies to work harder. Cross-border investment spillovers are thus predicted by economic theory. MNCs typically have firm-specific advantages in areas such as production, organization, marketing, and so on. After establishing a subsidiary, an MNC may not be able to prevent indigenous firms from benefiting from imitation, labor mobility, competition, or export.

However, the extent and nature of spillover effects can vary depending on a number of factors. The host economy's capacity for absorption is critical (Kugler, 2006). Higher levels of human capital, technological infrastructure, and institutions that promote innovation and learning tend to facilitate foreign knowledge absorption and utilization. Government policies, such as intellectual property rights protection and R&D investment, can also impact the effectiveness of spillover effects. Furthermore, MNC characteristics such as their level of engagement with the local economy, the intensity of knowledge-sharing, and the degree of linkages with local firms can all significantly impact the magnitude of spillover effects. MNCs that actively collaborate with local partners, transfer technology, and foster skill development are more likely to generate positive spillover effects.

### **Empirical studies**

Several empirical studies using country-level data have found positive relationships between FDI and labor productivity. For instance, Ramirez (2006a) examined data from Chile between 1960 and 2000. Moreover, Ramirez (2006b) analyzed data from Mexico between 1960 and 2001. Tökes (2019) concentrated on Hungary using data from 1993 to 2013, whereas Vinh (2019) and Asada (2020) investigated Vietnam using data from 1990 to 2017. In a broader analysis that included 20 countries, Tintin explored data from 1984 to 2008. Additionally, Alam, Arshad, and Rajput (2013) examined data from 19 OECD countries from 1980 to 2009. In their meta-analysis, Wooster and Diebel (2010) used a sample of 32 studies to determine the magnitude, significance and direction of FDI spillovers. When measuring the effect of FDI spillovers on output, the results indicated that spillover effects were stronger and more likely to be significant and positive for Asian countries.

Using industry-level data, multiple investigations have found evidence of productivity spillovers from FDI in the manufacturing sector. Thuy (2007) observed a significant link between foreign investors and domestic private sectors, which contributed to

technological spillovers from FDI in Vietnam during 1995–2002. Meanwhile, Bijsterbosch and Kolasa (2010) analyzed data from 1995 to 2005. They found that FDI inflows were critical in accounting for productivity growth in the central and eastern European region, with the extent of FDI's impact on productivity being dependent on the host country's absorptive capacity. Fillat and Woerz (2011) studied data at the industry level for 35 countries from 1987 to 2002, uncovering a positive relationship between FDI and productivity growth in certain industries, particularly in emerging markets. Hussain (2017) investigated Pakistani data from 2002 to 2011, revealing a positive and significant impact of FDI on labor productivity. Furthermore, Serfraz (2018) analyzed the effects of FDI inflows on labor productivity in Pakistan's economy from 1997 to 2016, finding that sector-specific FDI inflows positively affected labor productivity. Desbordes and Franssen (2019) explored the intra- and inter-industry effects of FDI on productivity in 15 emerging market economies between 2000 and 2008, finding that intra-industry FDI significantly positively impacted total labor productivity. Karentina (2019) studied the impact of FDI spillovers on the productivity of domestic firms in different industries based on their intensity of factors in Indonesia using data from 2010 to 2014, indicating that horizontal spillovers were positively associated in the long term within the same industry. However, some studies did not find significant relationships, such as Golejewska (2009), who did not observe positive productivity spillovers to domestic firms in Polish manufacturing from 1993 to 2006, and Vuksic (2016), who did not find significant effects of brownfield or greenfield FDI on labor factor productivity in the Croatian manufacturing industry during the period 1998–2007.

Another research stream utilized firm-level data in various contexts. For example, Djankov and Hoekman (2000) examined data from the Czech Republic from 1992 to 1996, revealing a positive influence of foreign investment on recipient firms' total factor productivity growth. Meanwhile, Javorcik (2004) analyzed data from Lithuania from 1996 to 2000, finding evidence of positive productivity spillovers from FDI via interactions between foreign affiliates and local suppliers in upstream sectors. Sun (2011) demonstrated in 2003 that FDI in China results in significant and positive technology spillovers to domestic firms, thereby increasing labor productivity. Cheng (2012) studied data from Cambodia in 2006, demonstrating that domestic firms benefit from substantial productivity spillovers when their technology level is moderately lower than that of foreign competitors. However, Khawar (2003) used annual data from Mexico in 1990 and found no conclusive evidence of spillovers; however, foreign firms outperformed domestic firms in terms of productivity, indicating a strong direct effect of firm-level foreign investment on individual firm productivity. Similarly, Arnold and Javorcik (2009) examined foreign acquisitions in Indonesia using data from 1983 to 2001, finding that foreign ownership leads to substantial productivity improvements in acquired plants.

Within the Turkish context, a significant body of research has investigated the spillover effects of firms with foreign equity, with somewhat mixed results. For instance, Yaşar and Paul (2007) observed a significant relationship between productivity and foreign ownership, particularly among larger-scale establishments. Their investigation encompassed two industry datasets spanning the years 1990 to 1996. Similarly, Erdoğan (2011) analyzed the horizontal productivity spillover effects of foreign ownership on Turkish firms from 2004 to 2008, revealing that domestic enterprises experienced productivity gains from foreign-owned firms. Furthermore, Arısoy (2012) identified a positive contribution of FDI to total factor productivity, attributable to technological spillovers, during the broader period of 1960 to 2005. Günşen (2015) examined the economic results of FDIs specifically within the Turkish automotive industry from 1997 to 2010, where substantial evidence was found that FDI significantly improved productivity levels in this sector. However, a subset of studies presents contradictory findings. For example, Arslanoğlu (2000) developed models that indicated that the presence of foreign firms did not significantly impact domestic firms' productivity. Foreign firms were found to exert competitive pressure on the Turkish manufacturing industry, based on data from the largest 500 firms in 1993. Similarly, Lenger and Taymaz (2006) found that horizontal spillovers from foreign firms were insignificant from 1995 to 2000. Moreover, Fatima (2015) found that horizontal links led to lower productivity levels among firms, whereas vertical links positively influenced local productivity levels from 2003 to 2010.

These disparate findings highlight the complexities of the relationship between foreign ownership, spillover effects, and productivity in Turkey. As a result, more research is needed to better understand the complexities of this phenomenon and its implications for the country's economic landscape.

Using a relevant theoretical framework and evidence from multiple studies conducted in the Turkish context, this analysis predicts that the intra-industry labor productivity level of domestic firms will not be significantly lower or higher than that of foreign-capitalized firms due to factors such as imitation, competition, talent acquisition, and export orientation, indicating the presence of spillover effects. Thus,

**Hypothesis:** The labor productivity of firms with foreign and domestic capital is equivalent.

## Research Methodology

### Data

The research methodology of this study lies in collecting and analyzing data sourced from the Istanbul Chamber of Industry's annual Türkiye's Top Industrial Enterprises reports between 2011 and 2019 (ISO). This particular period is purposefully selected, representing a relatively stable economic period after the Great Recession and the onset of the COVID-19 pandemic.

Initially, reports contained a total of 9,000 observations spanning 9 years. However, several filtering criteria were applied to ensure the data set's quality and relevance. Undisclosed data lines, firms with fewer than 50 employees, state-owned enterprises, and businesses with foreign equity ownership ranging from 10% to 50% were excluded from the data set. The latter exclusion was based on the assumption that decision-making rights in such firms might be ambiguous for outsiders. After these filters were applied, the data set was distilled to a refined sample of 5,566 observations spanning 9 years and encompassing 27 different industries classified according to NACE.

Given that the dataset displayed yearly imbalances, rendering it unsuitable for panel analysis, a "multiple cross-sectional design" was employed. The year-by-year labor productivity figures were calculated as the ratio of the total sales generated from goods produced to the average number of employees. This calculation enabled a meaningful comparison of labor productivity levels between each foreign-capitalized firm and the *average* of all domestic firms within the foreign firms' respective industry. Finally, the data set included two groups of labor productivity data for nine different years.

### Analysis

Table 1 represents the descriptive statistics of the paired samples in terms of labor productivity values. This table includes year-by-year data on the number of firms, the means, standard deviations, and correlations between each foreign-capitalized firm's labor productivity and domestic firms' average labor productivity in the respective industry.

Table 1. Descriptive statistics

Year	Equity	N	Labor Productivity		
			Mean	Std. Dev.	Correlation
2011	Foreign (F)	110	646,156	619,385	0.649**
	Domestic (D)		622,107	501,985	
2012	F	113	605,302	510,086	0.506**
	D		625,636	452,797	
2013	F	108	708,994	602,556	0.330**
	D		669,972	551,893	
2014	F	79	668,953	498,961	0.318**
	D		643,584	304,872	
2015	F	76	744,991	619,976	0.342**
	D		673,346	264,612	
2016	F	75	1,000,150	1,643,138	0.455**
	D		722,464	277,004	
2017	F	71	1,266,715	1,716,436	0.352**
	D		985,097	412,347	
2018	F	63	1,308,965	1,001,954	0.352**
	D		1,166,067	496,183	
2019	F	60	1,409,354	1,115,103	0.249*
	D		1,308,818	572,694	

\*  $p = 0.055$ ; \*\*  $p < 0.01$

Table 2 shows the results of the paired t-test for nine consecutive years. Differences are insignificant in each year. This means that the labor productivity of foreign-capitalized firms paired with the average labor productivity of domestic firms is not significantly higher or lower than each other throughout the period.

**Table 2.** Paired t-tests for labor productivity differences

Year	Mean	Std. Dev.	t	df	Sig.
2011	24,049	481,870	0.523	109	0.602
2012	-20,334	481,333	-0.449	112	0.654
2013	39,022	669,472	0.606	107	0.546
2014	25,369	495,051	0.455	78	0.650
2015	71,644	584,873	1.068	75	0.289
2016	277,686	1,537,112	1.565	74	0.122
2017	281,618	1,617,974	1.467	70	0.147
2018	142,898	948,660	1.196	62	0.236
2019	100,537	1,119,418	0.696	59	0.489

However, the research hypothesis cannot be said to be supported solely by this finding. To accomplish this, this study employed “equivalence tests” to establish that two groups have a high level of *similarity* in terms of a specific outcome, to the point where any observed differences between them are deemed insignificant or negligible (Mara & Cribbie, 2012). It is a paired sample version of two one-sided tests (TOST-P).<sup>1</sup> Here, the difference in the foreign-capitalized firms’ labor productivity and the domestic firms’ average labor productivity is tested to determine whether it is significantly greater or less than 0 on a year-by-year basis. Table 3 displays the results of the equivalence test for each year.

**Table 3.** Equivalence Tests

Year	Labor productivity	t	df	Sig.
2011	F - D > 0	0,523	109	0,301
	F - D < 0			0,699
2012	F - D > 0	-0,449	112	0,673
	F - D < 0			0,327
2013	F - D > 0	0,606	107	0,273
	F - D < 0			0,727
2014	F - D > 0	0,455	78	0,325
	F - D < 0			0,675
2015	F - D > 0	1,068	75	0,144
	F - D < 0			0,856
2016	F - D > 0	1,565	74	0,061
	F - D < 0			0,939
2017	F - D > 0	1,467	70	0,073
	F - D < 0			0,927
2018	F - D > 0	1,196	62	0,118
	F - D < 0			0,882
2019	F - D > 0	0,696	59	0,245
	F - D < 0			0,755

*a level: 0.05*

<sup>1</sup> Equivalence test for paired samples is not a function in SPSS statistical software but it’s available in Minitab software.

Findings reveal that firms with foreign equity have labor productivity levels that are not significantly higher or lower than those of domestic firms during the specified periods, and they are statistically close to each other. Consequently, the research hypothesis positing labor productivity *equivalence* between foreign-capitalized and domestic firms receives empirical support. Furthermore, this result indicates the likelihood of spillover effects within the Turkish context.

## Conclusion

Numerous developing nations seek to attract FDI to promote economic growth through knowledge transfer. The argument is based on the assumption that foreign ownership substantially benefits the host country because foreign investors bring advanced technologies and effective management practices, which may result in positive spillover effects. According to empirical evidence, which presents mixed outcomes, the extent of spillovers varies depending on the host country's technological level, the characteristics of industries and firms, and the characteristics of the FDI itself. To explain these contradictory results, researchers have focused on factors such as the technological gap between MNCs and the host country, the absorptive capacity of domestic firms, and the level of competition in the local market. Furthermore, extensive empirical research using micro-level data has revealed that multinational firms and their affiliates are larger, have higher capital intensity, use more skilled workers, invest more in physical and intangible assets, and pay higher wages than domestic firms. This body of evidence suggests that firms engaged in foreign investment and production have higher productivity in their home countries, implying that foreign affiliates should have a productivity advantage over local firms in the host economy (Contessi, 2009).

This article empirically examines the labor productivity of foreign and domestic firms in Türkiye for the period 2011–2019. The labor productivity levels of these two groups are similar. The finding supports the view that foreign ownership improves labor productivity in the Turkish manufacturing industry, as evidenced by other recent single-country studies (e.g., Asada 2020; Hussain, 2017; Karentina, 2019; Serfraz, 2018; Tökes, 2019; Vinh, 2019). This observation is also consistent with previous research in the Turkish context, such as Arısoy (2012), Erdoğan (2011), and Yaşar and Paul (2007). Regarding the upward trend in aggregate labor productivity in the Turkish economy since the 1970s, this study supports the idea that FDI contributes positively through intra-industry spillovers. This is consistent with the principles of endogenous growth theory (Romer, 1986), which emphasizes the significance of technology diffusion via assimilation and adaptation of foreign technology as a key driver of technological advancement in developing countries.

Based on theoretical approaches and empirical evidence, several policy and managerial implications can be drawn to leverage the benefits of FDI and promote economic growth and competitiveness.

In terms of policy, Türkiye should first diligently endeavor to attract FDI by creating an investor-friendly environment through regulatory reforms and streamlined bureaucratic processes, cultivating a stable and predictable business climate conducive to increased foreign capital investment. Policymakers should also emphasize encouraging foreign firms to introduce advanced technologies and managerial expertise into Türkiye, fostering knowledge spillovers and skill augmentation within domestic sectors. Incentives for technology transfer and research collaborations between foreign and domestic firms can help accelerate this process even further. To maximize the benefits of FDI-related spillovers, the government should also invest in customized education and training programs tailored to the needs of the manufacturing industry. If their skills are upgraded, domestic workers can be better equipped to adapt to modern manufacturing processes and technology.

Additionally, to ensure equitable distribution of FDI benefits across various regions, policymakers should focus on promoting regional development through targeted policies, infrastructure enhancement, and regional incentives, thereby encouraging foreign firms to invest in less developed areas. Finally, given that the impact of FDI varies by industry, policymakers should implement sector-specific policies focusing on areas with the potential for significant productivity gains. By understanding each sector's unique needs and challenges, the effectiveness of FDI on labor productivity can be optimized, propelling Türkiye's manufacturing sector and overall economic growth.

Domestic firms in Türkiye can adopt several managerial strategies to capitalize on the positive contributions of FDI and enhance labor productivity. First, fostering collaboration and knowledge-sharing with foreign-capitalized firms through joint ventures, research partnerships, and industry associations can cultivate a culture of continuous learning and knowledge exchange. In addition, managers should prioritize human capital development by investing in their employees' skills and knowledge through training programs, career development opportunities, and incentives for increased innovation and productivity. Furthermore, embracing technology adoption by being receptive to advanced technologies used by foreign firms and implementing modern manufacturing processes and automation can result in efficiency gains and improved productivity. Finally, fostering a culture of continuous improvement by regularly measuring and benchmarking firm performance against domestic and foreign competitors is critical to identifying areas for improvement and ensuring global market competitiveness. Overall, cultivating an environment that promotes collaboration, technology transfer, and skill development, Türkiye can strengthen its absorptive capacity and maintain its economic growth trajectory.



This empirical analysis has several limitations worth considering. First, the chosen time interval (2011–2019) may not fully capture the long-term effects of foreign ownership on labor productivity. Although it represents a period of relative economic stability, other external factors during these years could have influenced the results. Second, excluding certain firms (state-owned companies, small companies, and firms with foreign equity between 10% and 50%) can introduce sample selection bias and limit the generalizability of the findings. Additionally, the unbalanced nature of the data set used a multiple cross-sectional design, which might restrict the ability to observe and analyze dynamic changes over time accurately. Furthermore, comparing the labor productivity of foreign-capitalized firms with the aggregate average of domestic firms within the same industry could overlook potential variations and nuances among individual domestic firms. Despite these limitations, the study provides valuable information and a sector-specific analysis would provide insights into how FDI impacts labor productivity differently across industries in future research.

Additionally, investigating regional disparities in the impacts of FDI on labor productivity can shed light on the role of regional factors in attracting and benefiting from foreign ownership. Furthermore, research into firm heterogeneity and absorptive capacity would provide valuable insight into which domestic firms can effectively capitalize on FDI-related spillovers. Finally, assessing the efficacy of existing policies and incentives to promote FDI can help guide policy changes. Addressing these research gaps will help us better understand the relationship between foreign ownership, labor productivity, competition, and economic development in Türkiye.

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**Peer Review:** Externally peer-reviewed.

**Conflict of Interest:** Author declared no conflict of interest.

**Financial Disclosure:** Author declared no financial support.

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#### ORCID:

Aytuğ Sözüer 0000-0003-2680-2071

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#### **How to cite this article**

Sozuer, A., (2023). Foreign direct investment and labor productivity: evidence from industrial firms in Türkiye. *Istanbul Management Journal*, 95, 12–21. <http://doi.org/10.26650/imj.2023.95.1335148>

## A Meta-Synthesis Study on the Glass Ceiling Factors in Türkiye

Burcu Akdeniz<sup>1</sup> , N. Derya Ergun Özler<sup>2</sup> 

<sup>1</sup>Assist. Prof. Kütahya Dumlupınar University, Tavşanlı Faculty of Applied Sciences, Recreation Management Department, Kütahya, Türkiye

<sup>2</sup>Assoc. Prof. Kütahya Dumlupınar University, Faculty of Economics and Administrative Sciences, Department of Business Administration, Kütahya, Türkiye

### ABSTRACT

For the past 100 years, Turkish women have had the opportunity to obtain an education and enter the labor force due to the democratic regime established in 1923. Despite some economic and social barriers, they have taken advantage of these opportunities and advanced in their careers to some extent. However, as with all women around the world, they face barriers in their career paths. This study aims to analyze the scientific research studies on the glass ceiling syndrome conducted in Türkiye to gain detailed insights into people's perception of the glass ceiling and capture their perspectives on the factors that contribute to it. This is a meta-synthesis study aimed at conducting a systematic review of selected qualitative studies and integrating their findings. A systematic search was conducted across local academic databases, namely, Dergipark and Tubitak Ulakbim-Equal. MAXQDA 2022 software was used to code and analyze the articles. The factors forming glass ceiling defined by the studies were renamed as 18 subthemes in total and classified under three themes: (1) personal factors, (2) sociocultural factors and (3) organizational factors. Although the role of motherhood and work life balance was found to be the most frequently referred factor, some current research revealed that not only women but also men experience this syndrome in Türkiye, despite the patriarchal culture of the country. The study's limitations are noted, and the implications and future research directions are discussed.

**Keywords:** *Glass ceiling, Qualitative studies, Meta-synthesis, Factors forming glass ceiling, career barriers*

**JEL Codes:** M1, M12, M14

### 1. Introduction

Women's endeavor to find a place in social life with equal rights with men has a long history. Different forms of social inequality are experienced worldwide, gender inequality being only one of them. Despite the social changes that have made women take place in working life, they still have to strive to get paid the same as men for the same job, to have the same opportunity to be selected for an open position, and to promote their current jobs. The case is even worse in some parts of the world.

Glass ceiling is a phenomenon experienced by women and minority members in the workplace that describes the situation in which, despite the fact that there is no visible obstacles in terms of education, skills, organizational rules, or legal issues, fewer of them hold managerial positions in the workplace than men. Moreover, they usually, they need to work much harder to reach high-level positions, and some positions are simply impossible for them (Dreher, 2003; Cotter & Hermsen, 2001; Wirth, 2001; Davidson & Cooper, 1992).

Together with transition to a republic in 1923 and the adoption of the Turkish Civil Code in 1926, Turkish women obtained the rights to join the education system and the labor force with equal rights protected by the Constitution (Doğramacı, 1984). Since then, significant social and cultural changes have occurred in the country. However, changing the legislative framework does not necessitate changes in every corner of the country. In practice, gender inequalities persist in some areas. According to the World Economic Forum's Global Gender Gap Report 2022, among 146 countries, Türkiye ranks 124th in gender equality, 101st in educational attainment for women, 112th in political empowerment, 134th in economic participation and opportunity, and 99th in health and survival (WEF-GGGR, 2022).

**Corresponding Author:** Burcu Akdeniz E-mail: burcuakdeniz@gmail.com

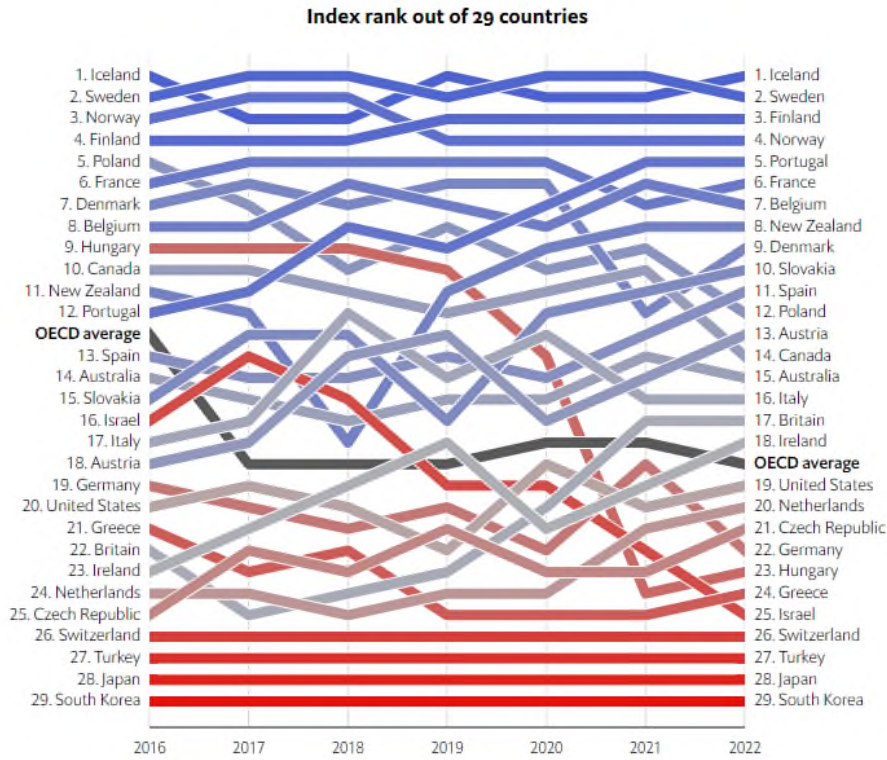
Submitted: 09.08.2023 • Revision Requested: 02.10.2023 • Last Revision Received: 09.10.2023 • Accepted: 31.10.2023



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**Figure 1.** Glass Ceiling Index of *The Economist*

Source: *The Economist* (07.03.2023):

[https://www.economist.com/graphic-detail/glass-ceiling-index?utm\\_medium=pr&utm\\_source=dnawire-a](https://www.economist.com/graphic-detail/glass-ceiling-index?utm_medium=pr&utm_source=dnawire-a)

According to the “Glass Ceiling Index” of *The Economist* (2023) that lists the “best and worst OECD countries to be a working woman” Türkiye has ranked 27th among 29 countries since 2016 – which was below the OECD average and did not change in 2022.

According to the “UN Women Turkey” Brochure by the United Nations’ entity for gender equality and the empowerment of women, women’s participation in the labor force in Türkiye was 34.4%, and women holding senior and middle management positions in companies account for 17.3% in 2019 (UN Women Turkey, 2019).

The reasons underlying these numbers must be understood from a scientific point of view to remove barriers to women in working life. The current study aims to provide empirical data on the determinants of the glass ceiling that hinder the representation of women in the workplace and the top of organizational hierarchies in Türkiye.

To this end, scientific research papers related to studies conducted in Türkiye regarding glass ceiling syndrome were reviewed throughout the last 22 years. Among them, those studies that used the interview and qualitative analysis methods were compiled. Meta-synthesis determined the factors that form the glass ceiling syndrome among employees from different sectors.

The following are the research questions:

1. What themes are referred to as the factors that form the glass ceiling among Turkish employees?
2. Do only women experience this syndrome, or do men and minorities experience it as well?

## 2. Glass Ceiling Factors

The glass ceiling research is based on the question “Why are there so few women at management levels?” (Powell, 1999). Initially, the reasons listed reflected two approaches: personality-oriented explanations claiming that women’s personality traits and typical behavior do not fit managerial positions, and organization-oriented explanations blaming organizational structures for

creating obstacles that prevent women from being promoted to managerial positions (Riger & Galligan, 1980). Kanter (1977) identified organizational barriers, such as a general antipathy toward female executives, group dynamics that emerge when a female member of the organization seeks promotion and male managers who prefer male candidates for promotion (quoted in Powell & Butterfield, 2015: 308).

Some factors that form the glass ceiling seem similar in different parts of the world. The Career Barrier Inventory (CBI-R) by Swanson and Tokar (1991) and Swanson, Daniels, and Tokar (1996) includes 13 subdimensions concerning career barriers for women: sex discrimination, lack of confidence, multiple role conflict, conflict between children and career demands, racial discrimination, inadequate preparation, disapproval by significant others, decision-making difficulties, dissatisfaction with career, being discouraged from nontraditional careers, disability and/or health concerns, job market constraints, and difficulties with networking or socialization.”

Cech and Blair-Joy (2010) identified the glass ceiling factors as structural barriers (executive organizational culture and ideologies), human capital (limited number of female candidates for executive positions), and individual motivation (lacking personal motivation, preferring family) in a study conducted in California, USA.

Dehaghani, Cholmaghani, and Goli (2013) researched the glass ceiling in state organizations in Isfahan, Iran, and concluded that the phenomenon is affected by two major factors: organizational and cultural factors. Organizational factors include a lack of equal training opportunities and career strategies for women, communication barriers between men and women, the absence or scarcity of successful female role models, and a lack of equal employment opportunities in organizations. Meanwhile, cultural factors include senior managers who, under the influence of patriarchal culture, do not believe that women can do well as managers, as well as gender inequalities in society’s collective mind implying that women in managerial positions would threaten male leadership and authority, which stems from the underlying conviction that men and women cannot be partners in working life (Dehaghani et al., 2013).

Afza and Newaz (2008) examined the existence and factors causing glass ceiling collected data from different sectors in Bangladesh. They identified five main factors creating the glass ceiling effect that eventually inhibits women’s career opportunities: management perception, work environment, work life conflict, sexual harassment and organizational policy.

Regarding the literature in Türkiye, which was formed primarily through quantitative research, similar themes were listed as factors forming the glass ceiling. One of the most frequently cited studies is that of Hoşgör, Gündüz-Hoşgör, and Memiş (2016), who conducted a study covering female healthcare professionals. They listed the factors that cause the glass ceiling under three main themes: individual, organizational, and social factors. Table 1 presents their subdimensions.

**Table 1.** Main themes and subdimensions of glass ceiling factors

INDIVIDUAL FACTORS	ORGANIZATIONAL FACTORS	SOCIAL FACTORS
1. Multiple Role-Taking 2. Personal Preference and Perception of Women	1. Organizational Culture and Policies, 2. Lacking a mentor 3. Non-Participation in Informal Communication	1. Professional discrimination 2. Stereotypical Judgments

Source: Hoşgör et. al (2016: 348). “The research of relationship and differences between sociodemographic features and glass ceiling syndrome healthcare professionals case”. Mustafa Kemal University Journal of Social Sciences Institute, Volume: 13, Issue: 35: 345-362.

These themes and subdimensions were also mentioned by other scholars, namely, Karaca (2007), Yılmaz (2013), Kök (2021), Zeybek (2010), Atan (2011), Büyükyaprak (2015), Öztürk (2011), Terzi and Deniz (2020). Moreover, Yavuz and Uzun (2019) and Taşkın and Çetin (2012) used the same classification. In particular, Taşkın and Çetin (2012) added to the previously mentioned factors a lack of equal opportunities for men and women, obstacles created by male and female superiors, and different perceptions of women in the workplace. Meanwhile, Derin (2020) categorized the factors that contribute to the glass ceiling into three dimensions: barriers created by male managers, barriers formed by female managers (queen bee syndrome), and barriers created by the individual (internalizing patriarchy, lacking training, or career goals).

The number of studies conducted using the quantitative method is relatively high in Türkiye. However, more qualitative research concerning such a topic influenced by cultural factors and psychology is needed. This paper aims to comprehensive analyze the present qualitative research papers concerning the glass ceiling conducted in Türkiye.

### 3. Research Method

The study employed meta-synthesis, one of the qualitative literature compilation methods. Meta-synthesis is a procedure in which similar qualitative research papers are analyzed (Walsh & Downe, 2005) and the results are evaluated with a qualitative perspective to determine similarities and differences (Çalık & Sözbilir, 2014). Moreover, the data obtained undergo interpretive analysis in order to reach new results (Aspfors & Fransson, 2015; Polat & Ay 2016). In other words, the meta-synthesis analysis unit is a set of deliberately selected qualitative research studies conducted on a specific topic related to the predetermined research question of the meta-synthesis researcher. The procedure is the reinterpretation of primary qualitative research findings, which is a systematic review and integration of findings from selected qualitative studies (Zimmer, 2006; 312). Thus, common categories, themes, and patterns are identified to achieve a holistic reinterpretation (Finfgeld, 2003; Major & Savin-Baden, 2010; Bazzoli & Probst, 2022).

Thorne (2022) defined two fundamental perspectives on meta-synthesis: first, this work explains the perspectives of various scholars created to explain the topic through their investigations; second, it leads to increasingly comprehensive understandings of the topic across time and space. The meta-synthesis is conducted using a standard systematic collection and evaluation of the qualities of the documents to be included, which includes a detailed search protocol and inclusion criteria. The systematic approach considers the choice of database(s), criteria, and publication periods. The inclusion criteria is important for determining the appropriate documents for meta-synthesis (Timulak 2014; Flick 2015).

A meta-synthesis research study is conducted following certain steps that scholars commonly agree with. The present study took the following steps (Staneva, Bogossian, & Wittkowski, 2015; Aspfors & Fransson, 2015; Polat & Ay, 2016; Bazzoli & Probst, 2022):

1. Decide on the research questions.
2. Determine the search keywords following the initial review of the relevant literature.
3. Decide on the database(s).
4. Select the inclusion and exclusion criteria.
5. Search for the database and select the documents to be included considering the criteria.
6. Read the selected documents and analysis process in detail (coding, defining the themes and subthemes, defining similarities and differences among the documents).
7. Synthesize the findings reached through meta-synthesis and reach the conclusions.
8. Report the process and findings in detail.

Brannigan et al. (2016) first decided on the database (ERIC, EBSCO, SCOPUS, etc.); Subsequently, they decided on the search key words, determined the time, and finally decided on the language of the publications. In terms of the optimal number of documents to be included in a meta-synthesis analysis, Polat and Ay (2016) stated that the optimum number was between 8 and 12. However, Finfgeld-Conett (2010) stated that it is difficult to predetermine the number of publications to be included in a meta-synthesis study and suggested deciding based on the research topic and questions, as well as the content of the research reports to be included.

The inclusion criteria were determined in selecting the articles to be examined. First, those studies applied in Türkiye focusing on glass ceiling as their main topic were chosen. In order to ensure similarity in the presentation of the results, theses and conference papers were eliminated, and only academic articles were involved. Academic articles published from January 2000 to July 2022 on the subject were scanned in the Dergipark and Tubitak Ulakbim-Equal databases. The oldest study conducted according to the phenomenology pattern, among the studies in which data on the glass ceiling was collected through face-to-face interviews, was from 2016.

As the criteria for selecting qualitative research reports for meta-analysis, first those conducted in Türkiye with the main topic of glass ceiling were listed. Following a thorough reading, it was observed that some texts did not focus on the glass ceiling despite being listed in the key words, so they were eliminated. Due to the back translation procedure that would have been required, only studies presented in Turkish language were chosen to avoid adequacy and equivalence concerns (Reiss, 1983; Shveitser, 1993; Son, 2018).

The search key words “cam tavan (glass ceiling)” and “nitel (qualitative)” were used. Therefore, while many possible keywords such as “glass ceiling syndrome,” “glass ceiling phenomenon,” and “glass ceiling perception” were included in the scanning process, a filter was imposed on studies using qualitative methods to exclude studies using quantitative methods, as in a meta-synthesis study only qualitative research papers can be included.

The abstracts and methodology sections of the 69 studies identified in the initial search were scanned, and studies in architecture and engineering concerning physical glass ceilings such as those on cars or house ceilings were excluded. In a subsequent step,

studies labeled as related to the glass ceiling but not related to the glass ceiling in view of their subjects and findings were eliminated. Because meta-synthesis requires studies to be similar in terms of method and approach (Walsh & Downe, 2005), studies that use the keyword qualitative but are essentially literature reviews, compilations, bibliometric analyses, meta-analyses, document reviews and studies in which metaphors were used as a data gathering tool were excluded. Following a thorough review, 16 academic articles were selected for meta-synthesis and uploaded to the MAXQDA 2022 software.

The findings and results of the articles were coded under the theme names determined by the researchers using the software in order to achieve conceptual unity. As the same concepts were given different names in different studies and coded accordingly, a thorough reading of the articles was performed, and different themes pointing to the same concept were grouped under joint codes, resulting in a coding framework. The codes were aligned under upper codes based on related literature, and the themes and subthemes to be evaluated were determined. The researchers reviewed coding twice later.

In order to present a detailed evaluation of the population and sampling of the articles, a table was formed and presented in the annex section (Annex 1).

## 4. Findings

Coding was used to establish patterns and points for comparison, resulting in new interpretations and reconceptualization presented as the key “themes” of the glass ceiling in Türkiye. The findings of the meta-synthesis were analyzed for revealing and explaining themes and then subthemes; thus, the factors that form the glass ceiling in the Turkish context were listed.

### 4.1. Themes and Subthemes

Considering the factors listed in the literature, each article was carefully read, and codes were determined. A sum of 3 themes and 18 subthemes was reached. According to the literature, the themes were named *individual factors*, *socio-cultural factors* and *organizational factors*.

The distribution scheme and coding frequencies of all the themes coded in the documents included in the meta-synthesis are presented in Annex 2.

#### 4.1.1. Individual Factors

This theme includes the glass ceiling factors from the participants’ experiences. Among the reasons female employees refrain from stepping up in their careers, one might prefer their family as they do not want to fall behind in mothering and spouse roles (work–family balance) or standing aloof from managerial positions as they doubt their competences. According to the findings of the studies, this doubt stems from the lack of role models or mentors and the lack of self-confidence. The themes related to the conditions mentioned are given in Figure 2:

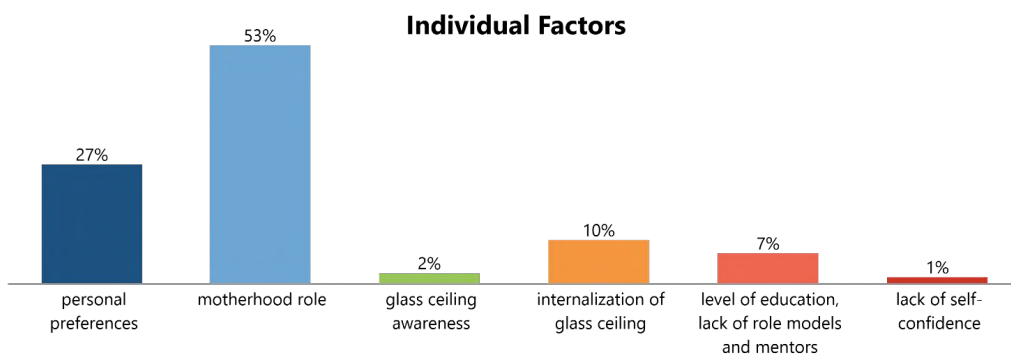


Figure 2. Individual Factors and its Subthemes

- **Personal Preferences:** One of the barriers for women occupying managerial positions is their own preferences or the limits they impose on themselves (Korkmaz, 2016). Individual preferences of participants in undertaking managerial roles, personality traits, the behavior of not preferring the workload and stress imposed by managerial roles, problems with family–work balance, and avoiding a masculine outlook are all examples of expressions in the personal preferences code.



- **Motherhood Role:** The importance of women’s motherhood roles was the most frequently expressed theme by participants in the studies examined. Within the framework of this theme, which was coded in a total of 13 documents, it was observed that a working woman’s motherhood roles affect her job behaviors. This very often quoted factor is mentioned in two different forms: first as work–family conflict, which meant that women felt consciously or unconsciously an obligation to be a mother first and to hold the family above all. Second, all-female managers were expected to act “like a mother” with compassion and docility, sometimes tolerating misbehavior among their subordinates.
- **Glass Ceiling Awareness:** Considering that the first step to solving a problem is raising awareness of the phenomenon (at least the meaning of the phrase “glass ceiling”), this issue seems overlooked. Most of the research samples were chosen among women with management experience who had experienced career barriers and could overcome them to some extent. More male managers and subordinates should have been included to learn more about awareness. Only three studies mentioned the participants’ awareness only with reference to a single code.

*“While women working for the enterprises that accepted interviews gave very vivid examples about their work environment, problems, own lives and lives they have witnessed; some of the male participants, though limited in number, were utterly unaware of the surrounding problems. For instance, there were male participants who were unaware of the problems that their peer with whom they shared the office was going through although one of their subordinates (another male participant) was totally aware” (Karakaya & Reyhanoğlu, 2020: 56).*

- **Internalization of Glass Ceiling:** One issue to consider when confronting the glass ceiling is the internalization of the glass ceiling by individuals, which is women accepting work life as it is presented to them and losing motivation to advance in their careers at some point. As an example:

*“It was concluded that teachers who assert that they encounter social and organizational obstacles...think that they cannot and will not overcome these obstacles...thus quit putting in efforts and state that they give up. It was determined that they ignore these challenges and remain effortless against such impediments as they consider career barriers such as job fixing, allowing inadequate people to get the upper hand while ignoring adequate ones, and favoritism cannot be overcome” (Uçar & Güven, 2020: 226-227).*

- **Level of Education, Lack of Role Model(s), and Mentor(s):** This code addresses women’s complaints about being unable to prepare for promotion exams at work or advance in their education due to gender roles and familial responsibilities imposed on them. The expression “lack of role model(s) and mentor(s)” refers to women expressing their inability to advance in managerial positions because they have not encountered female executives whom they could adapt as role models or who could guide and inspire them for such positions.

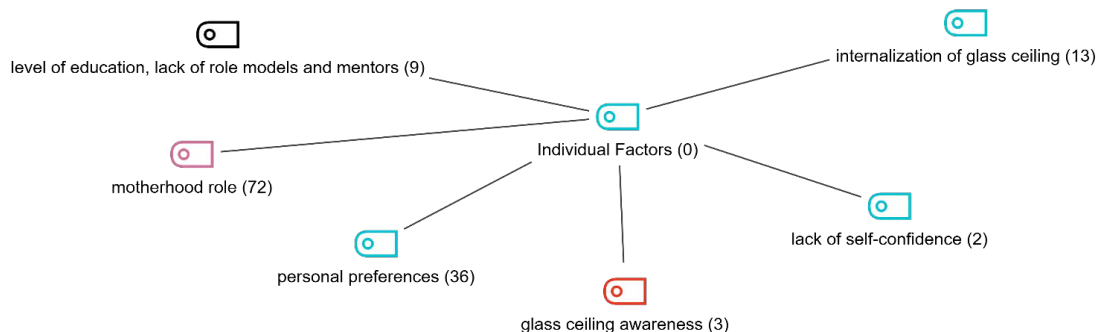


Figure 3. Code map for individual factors

- **Lack of Self-Confidence:** People who have high levels of self-reliance and self-efficacy more easily take management and leadership roles. It is stated that the reason underlying a woman’s unwillingness to claim a management position is sometimes lack of self-confidence (Powell & Butterfield, 2015). As seen in Figure 3, this theme was merely coded twice in a single document, while receiving more international attention.

#### 4.1.2. Sociocultural Factors

The sociocultural environment influences glass ceiling factors such as perceptions, attitudes, beliefs, and prejudices. Figure 4 depicts the coding percentages of the sociocultural factors and their subthemes.

- **Gender-Based Discrimination:** As seen in Figure 5, with 27 mentions in all documents, this was the most frequently coded factor in the sociocultural factors. This code encompasses the findings in which women participants in the studied articles assert that they encountered career barriers merely because they are women and cannot obtain some positions due to gender obstacles.

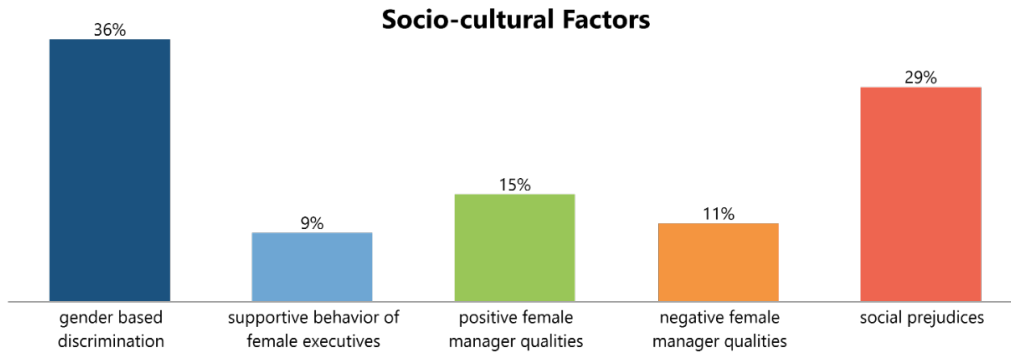


Figure 4. Sociocultural Factors and its Subthemes

- Supportive Behavior of Female Executives:** This theme was formulated in order to compare two studies on queen bee syndrome, which is closely related to the glass ceiling. According to Kobal (2021: 70), the participants in their study do not exhibit queen bee syndrome and, on the contrary, show supportive behavior toward their female subordinates. Similarly, female employees report receiving positive support from female managers in both their professional and personal lives. However, Karakaya and Reyhanoğlu (2020) obtained findings that completely correspond to the definition of queen bee syndrome in the literature, revealing that both male and female employees do not want female managers based on the grounds that these managers treat other women harshly compared to men and do not exhibit supportive behavior toward others.
- Positive Female Manager Qualities:** This code refers to positive traits commonly associated with female managers, such as being scholastic, versatile, empathetic, visionary, open-minded, selfless, moderate, self-disciplined, and endowed with aesthetic judgment, good communication skills, and problem-solving capacity.

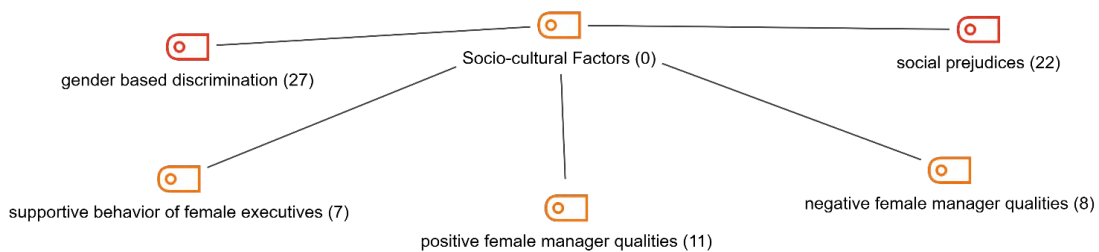


Figure 5. Code Map for Sociocultural Factors

- Negative Female Manager Qualities:** This code refers to negative characteristics associated with female managers, such as being sentimental, naive, fragile, arrogant, capricious, envious, malevolent, relentless, and subjective, frequently making irrational decisions, demonstrating cronyism, and lacking authority. For example:

*“Participant Ö1 touches upon the problems they encounter about authority saying “... unfortunately male executives seem to be more effective in establishing authority compared to female ones’ while participant Ö6 reports “having male executives is an advantage; schools are more disciplined and under authority’ in support of this view” (Imamoğlu-Akman & Akman, 2016: 755).*

- Social Prejudices:** The findings related to social gender roles and stereotypes were grouped under this code. It was discussed how difficult it would be to change fundamentalist views about the role and place of women in society, and examples comparing men and women were provided.

*“Almost all participants reported that (in family life) it would not be a problem if men were at a higher career level, but it would not be preferred to have women at higher career levels and even if this was preferred it would turn out to be a problem after a while. A male executive in manufacturing sector (İ2Ü) responded to this question as “I would pity a man if his wife had a higher career, the structure of the society, customs and traditions all these effect relationships. They say man is the head of the family. If he is the head, then he has to be somewhere above everyone else.” (Karakaya & Reyhanoğlu, 2020: 60).*

### 4.1.3. Organizational Factors:

This theme includes glass ceiling factors related to the workplace and working conditions, such as organizational structure, sector properties, organizational culture and policies, and legal procedures. Figure 6 shows the subthemes of organizational factors and their coding percentages.

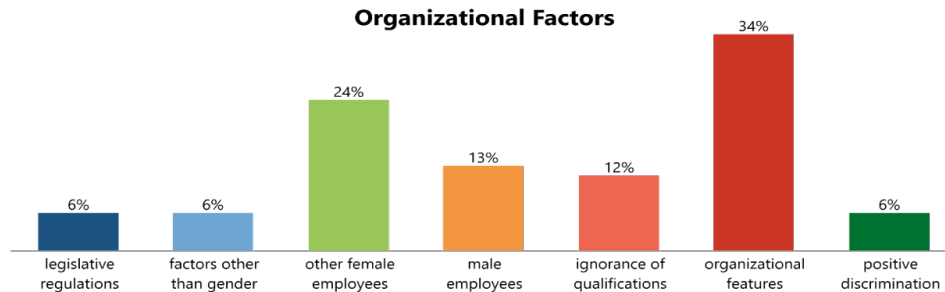


Figure 6. Organizational Factors and its Subthemes

- **Factors other than Gender:** Findings indicating that the glass ceiling affects not only female employees but also male employees are coded under this theme. This code was determined in only two articles, one for academy (Tahtalioğlu & Özgür, 2020) and the other for human resources executives (İpçioğlu et al., 2018) with both male and female participants. Because the glass ceiling is commonly perceived as a phenomenon that only affects female employees, studies indicating that it also affects male employees in Türkiye have contributed to the existing literature, and this topic should be investigated further.
- **Other Female Employees:** This theme was used to code findings about female employee rivalry and resistance to female executives. This subtheme which was coded 16 times reveals that female executives are not only challenged by male subordinates and superiors but also by female employees in terms of glass ceiling barriers. One of the significant examples reads as follows:

*“It was discovered that glass ceiling that stems from the rivalry among women rests on actual experiences of the participants rather than their observations. Although participants of the present study report that they suffer queen bee syndrome and apple worm syndrome<sup>1</sup> they rarely express such grievances experienced by other female executives” (Tanrısevdi et al., 2019: 1606).*

- **Male Employees:** This code represents resistance from male employees to female executives.

For instance: *“While female employees react to female executives with personal jealousy, male coworkers sometimes set difficulties by simply resisting the women in management position. As stated by a female participant (H2KY) men have an idea that says ‘I don’t get orders from a woman.’ They won’t go and ask their female executive’s opinion unless they have to. They just keep to their own course and even asking for her approval feels offending.” (Karakaya & Reyhanoğlu, 2020: 61).*

The researchers initially anticipated that only resistance from male employees to female executives would be coded under this theme; however, other career barriers related to male coworkers appeared during the research process.

*“Being exposed to mobbing by male employees, male priority, lack of equality, and income inequality are the antecedents of the male concept analysis. Among the findings of the analysis, injustice, harassment, male-dominated structures and the effects of structures on the management processes, the idea that education is not a solution for the disappearance of the male-dominated structure, the inequality in the number of male and female managers . . . were determined.” (Erdoğan & Acar, 2019: 2131).*

- **Ignorance of Qualifications:** Ignorance of qualifications and consideration of other factors when a promotion opportunity arises has been a frequently expressed complaint in almost all organizations in the articles. This theme denotes findings related to instances in which factors such as political views, religious beliefs, personal relationships, and gender replace individual qualifications as a basis for job promotions for both men and women. For example:

*“It was observed though a participant from the service sector (H2Ü) asserted ‘The job belongs to those who deserve it.’ and emphasized that there is no difference between people with equal education and competence. However, while this person was an associate degree graduate, a postgraduate woman with more experience than this person worked as his subordinate.” (Karakaya & Reyhanoğlu, 2020: 63).*

- **Organizational Features:** This was the most frequently coded factor among the organizational factors theme, as shown in Figure 7, with 23 mentions. As glass ceiling determiners, this theme includes codes such as organizational culture, pay, legal and sectoral attributes of the institutions, organizational policies, and facilities offered to female employees such as daycare

<sup>1</sup> Apple worm syndrome: Tanrısevdi et al. (2018: 1604) labels the rivalry of women working at the same level in the same organization with this term.

and breast-feeding leave. According to the codes, firms consider female employees' possible pregnancy and motherhood as lost performance and special problems, and some firms are hesitant to provide daycare services. For example:

“... The general director calls Ayşe to his office after (the human resources manager's) new baby was born. He asks “Girl can you do this work if you take this job?”. When Ayşe says that she can, he says “all right then, let's send this milkmaid home to look after her baby.” And announces that he promoted Ayşe to the post of human resources manager.” (Karakuş, 2021: 255).

- **Positive Discrimination:** “Positive discrimination against women and the disabled” has been a popular phrase used by politicians, officials, and high-ranking employers to give the impression that they care about breaking down glass ceilings. This code covers responses to questions regarding the existence of positive discrimination towards women. Positive discrimination toward women was reported, especially in educational institutions, during the preparation of timetables and allocation of off days (Kirişci and Can, 2020). Meanwhile, positive discrimination was abused by women, according to some male and female participants (Karakaya and Reyhanoğlu, 2020). However, it was stated that women did not face positive discrimination when it came to appointment to executive positions (Tüzel and Çalık, 2019: 1487).

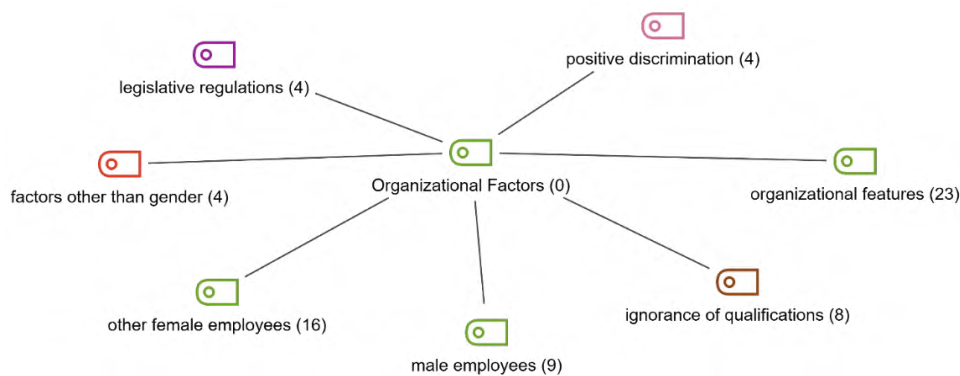


Figure 7. Code Map for Organizational Factors

- **Legislative Regulations:** Discrimination at workplace is against the Constitution, but some sectors were declared not to have favorable working conditions for women. Studies that question whether there are legal barriers to women being managers in organizations, which revealed that legal regulations may differ across sectors, but the barriers encountered stem from attitudes in practice rather than legal structures.

## 5. Discussion, Contribution, and Implications

Despite the progress in terms of joining the labor force and reaching high-level education opportunities, it is observed that Turkish women have more to do before reaching the position they deserve in social and economic life. This is not only a problem of gender equality, but also of benefiting from the full potential of the country's labor force. Perceptions of the glass ceiling and organizational injustice inevitably negatively affect the employee's behavior. Öktem et al. (2018) studied the perceptions of glass ceiling syndrome as a carrier barrier for female hotel employees, as well as organizational justice and work alienation. Data gathered through interviews was used in this study. The Analytic Hierarchy Process was used to examine the effects of these perceptions on employee behavior. Findings reveal that work alienation was the most important perception, and personnel behaviors vary according to such organizational perceptions (Öktem, Kubat & Kızıltan, 2018). Therefore, extensive research using various scientific methods must be conducted to understand the causes of the country's glass ceiling problem and find effective solutions.

As Appendix 1 suggests, the present research examples conducted in Türkiye have focused on very similar populations, which probably resulted in similar findings as the literature review also suggests. In this context, not only the glass ceiling but also other career barriers should be included in open-minded scientific studies on various sectors, with populations including men, women, immigrants, people with disabilities, and other disadvantaged groups.

In addition, it was observed that the abundance of quantitative studies using similar scales resulted in similar findings, and the unique cultural factors of the glass ceiling were only determined through qualitative research. In conclusion, more qualitative research should be conducted on such a topic influenced by social, cultural and psychological factors. Yıldırım and Şimşek (2013)

stated that as a contribution of interviews with participants used in qualitative studies there is a certain flexibility in terms of responses and interaction between the researcher and the participant, and that richer findings are possibly obtained because the questions and answers are not confined as they are in surveys. This method sometimes brings up the participants' meanings, interpretations, and experiences, who even realize them when speaking during the interview.

Regarding the glass ceiling factors, it was observed that some factors were referred to very often, while others had not been examined adequately. The most frequently reported subtheme was the motherhood role of women. The most important reason for the nonparticipation of women in Türkiye's labor force is their personal and family responsibilities. The work-family conflict of working women originates from the deep roots of traditional gender roles in Turkish culture (Çoban, 2021). Meta-synthesis showed that this factor has three aspects. First, this role appears to be an integral part of a woman in terms of cultural perceptions, since every woman was expected to "act like a mother" in working life, especially when in an executive position. Participants stated that they are supposed to be kind, affectionate, tolerant, and supportive as managers. Second, some of the female participants did not consider claiming managerial positions because they felt guilty about prioritizing work as management positions would mean more time and energy to be spent at work. Thus, after becoming a mother, some women slowdown in their career course, while some simply quit. Society considers that a woman's priority should be her family, and women feel that way (Karaca, 2007; Özgen & Ufuk, 2000; Özkazanç-Pan, 2012). Third, a married woman is considered a potential mother by employers and high-level managers, and it is assumed that they will lose concentration on their job and performance at some point due to family-work conflict. As a result, male candidates are preferred for positions during recruitment and promotions, and female employees are prioritized when downsizing decisions are made.

It was observed that the glass ceiling experienced by minorities or people with disabilities in Türkiye was not considered in an adequate number of studies. Factors other than gender, which would cause glass ceiling syndrome, were especially overlooked in most studies. This factor includes political views and religious preferences that affect both male and female professionals and was mentioned in a mixed-method article by Tahtalıoğlu and Özgür (2020), who analyzed a population of both male and female academics. Future studies should consider this factor as it introduces a new point of view to the literature on the glass ceiling.

Lack of self-confidence is another factor that discourages women from pursuing managerial positions. According to Dickerson and Taylor (2000), women choose between being a group member and a leader based on their self-efficacy perceptions. Their study concluded that women who trust their leadership skills are more eager to get management positions, while those with lower self-confidence tend to prefer group membership. Both the literature review and the meta-synthesis results revealed that the lack of self-confidence factor has been mentioned very rarely in the studies conducted in Türkiye. In fact, despite the increase in the level of education and the number of women in work settings, as they grow up, Turkish girls are usually not encouraged by their environment to take on leadership roles. Therefore, this reluctance of Turkish women to become executives needs to also be analyzed from this perspective.

The topic of sociocultural factors revealed that in Türkiye, the same management acts and attitudes are not evaluated similarly for men and women. This is probably due to different societal perceptions of gender roles when considering male and female behavior. Competitiveness, power, and participation are important components of organizational processes. These qualities are encouraged among male professionals, as the stereotypical expectation of them is to be aggressive and compassionate. Conversely, women are expected to make connections, work cooperatively, and use their emotional intelligence. This type of supportive behavior, however, may not be rewarded within the appraisal and promotion system. As a result, the negative belief that women lack the necessary qualities to lead at work becomes commonplace. Stereotypes are formed about women in working life and those who act differently, such as aggressively and compassionately, are disliked by society (Berkery et. al., 2013; Profiroiu & Nastaca, 2016; Coffman et. al., 2019; Hartman & Barber, 2020). The same behavior is praised for men but chastised for women, prompting some women to decline executive positions out of fear of "becoming manlike" (Kirişçi and Can, 2020).

Another important fact determined in the meta-synthesis was the tendency of the research participants to refer to women's personality traits, especially those who hold a management position. The "Positive Female Manager Qualities" and the "Negative Female Manager Qualities" were deliberately coded separately in order to reveal the dilemma that participants feel about having female executives: on the one hand, they praise women for their so-called "feminine" qualities, such as being patient, tolerant, affectionate and well organized; on the other hand, they criticize them for being emotional or lacking authority. This tendency results in a stereotype of female executives, which could also reflect societal prejudice against female executives. It was observed that male and female coworkers shared this prejudice.

The most important contribution of this meta-synthesis study is to determine that the glass ceiling in Türkiye has been examined so far through similar perspectives with similar results. This study aimed to determine the themes and subthemes included in the relevant research studies to reveal which are handled more frequently and which deserve more focus. It was concluded that mixed-method research with comprehensive populations would give more novel results.

## 6. Limitations and Future Research

The most important limitation of this study is that, due to the unique characteristics of the meta-synthesis method, only a limited number of documents were included. As a result, potentially valuable studies conducted using different methods were not possibly included. This study only covers the results of studies conducted within a specific time frame and using a specific research method. Furthermore, some articles written in English were not included because some concepts, particularly those in direct quotes from participants, could have been misunderstood or misinterpreted by the researchers and coded under incorrect themes as they would have been back translated (for further information on back translation, please see: Son, 2018).

As a conclusion, It was determined that future meta-synthesis and meta-analysis research encompassing the results of various research reports could be beneficial. The glass ceiling is an important topic that matters not only in terms of productivity and better human resource management, but also for social justice and equality. Besides, as it matters for minorities, women, and other disadvantaged groups, it is a complex issue that deserves more in-depth research using qualitative and quantitative methods together. Cultural differences should be considered, and various research populations, like different sectors and age groups, and definitely both men and women, should be included. This study revealed that different sectors can produce different results on this topic. Therefore, future research on a population encompassing multiple industries may yield novel results comparing glass ceilings in various aspects of work life. The themes and subthemes identified here as being less frequently searched for could be included in new research studies, while those that have received much attention could be approached from different angles.

**Peer Review:** Externally peer-reviewed.

**Author Contributions:** Conception/Design of Study- B.A., N.D.E.Ö.; Data Acquisition- B.A., N.D.E.Ö.; Data Analysis/Interpretation- B.A., N.D.E.Ö.; Drafting Manuscript- B.A., N.D.E.Ö.; Critical Revision of Manuscript- B.A., N.D.E.Ö.; Final Approval and Accountability- B.A., N.D.E.Ö.

**Conflict of Interest:** Authors declared no conflict of interest.

**Financial Disclosure:** Authors declared no financial support.

### ORCID:

Burcu Akdeniz 0000-0002-3547-8069  
N. Derya Ergun Özler 0000-0001-9020-0206

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### How to cite this article

Akdeniz, B., Ergun Ozler, N.D. (2023). A Meta-synthesis study on the glass ceiling factors in Türkiye. *Istanbul Management Journal*, 95, 22–36. <http://doi.org/10.26650/imj.2023.95.1340191>



## Appendix

Table 2. Articles included in the Meta-synthesis

No	YEAR	AUTHOR(S)	ARTICLE NAME	RESEARCH POPULATION AND SAMPLING	FINDINGS
1	2016	Gülşah İmamoğlu-Akman and Yener Akman	Opinions of female teachers about their female administrators in the context of queen bee syndrome	14 female teachers in Altındağ, Ankara. MEB (Ministry of Education)	The study results revealed three main themes concerning female supervisors and female employees according to the views of the participants in the study. These themes were support, temperament and sufficiency. They concluded that there is a negative attitude towards female managers.
2	2017	Selva Staub	Leadership styles and language of women in Turkish business life	4 senior manager women from companies CORPORATE	It was concluded that there are certain differences between male and female leadership styles, the language they use, the social and emotional intelligences. The female executives perform more masculine language, appearance and management style due to rivalry with their male counterparts. On the other hand, they try to keep their femininity outside the office due to the expectations from the society they live in.
3	2017	Dilvin Bulut and Duygu Kızıldağ	Gender discrimination and its effects on female human resources managers	12 female human resources managers CORPORATE	It was determined that the number of female participants who state that they face challenges, obstacles, ignorance and discrimination is not high. A majority of the participants stated that opportunities of education and promotion are equal for both men and women. More than half of the participants think that men and women are paid equally, while the rest of them strongly feel the opposite way. It was stated that men are supported more in working life and women suffer from work-life balance issues.
4	2018	Songül Demir	Women in academia: the situation of women in academia and its interference with their domestic life	100 female academicians ACADEMY	The study revealed some negative factors on career paths of female academicians based on gender roles which implies the existence of sex-related prejudices independently of their level of education. In this respect, permanent solutions towards an improvement program can only be found through considering both these effects and gender related prejudices.
5	2018	İsa İçpçioğlu, Özüm Eğilmez and Hilal Şen	Glass ceiling syndrome: a research in the context of human resources managers	6 female and 6 male human resources managers in Bilecik, Türkiye	It is determined that the glass ceiling is an individual obstacle caused by people, and the social factor is the most important factor. Also, the majority of the
				CORPORATE	participants stated that glass ceiling is not unique to female employees, and that all employees face career barriers. The most important strategy to fight glass ceiling is personal development in an individual sense, giving equal work and education opportunities to employees in an organizational sense.
6	2019	Esmâ Erdoğan and Pınar Acar	Women and business life in the context of glass ceiling syndrome: a qualitative research study in the education sector	20 female employees (academic and administrative staff) from a private university ACADEMY	The basic concepts concerning women's career barriers were determined as mobbing, glass ceiling syndrome, restriction or limited empowerment at administrative positions, gender-based discrimination and injustice.
7	2019	Filiz Tanrısevdi, Pınar Sarpkaya and Ruhi Sarpkaya	Glass ceiling experiences of the female managers in educational organizations	22 female school managers and deputy managers MEB	It was determined that the participants decided to become executives for Professional reasons and female managers could bring significant advantages to the education organizations. Also, social reasons were the main reasons for the lack of female managers in institutions of education.
8	2019	Emel Tüzel İşeri and Temel Çalık	Corporate career barriers faced by women school managers and their solutions to overcoming these barriers	10 female school managers in Ankara, Türkiye MEB	All of the participants stated that women's rates of representation in management levels within the body of the MEB is insufficient. They believed that this condition could be fixed only through women's individual efforts and aspirations. Most of the participants think there is no positive discrimination against women in the process of selecting women as school managers in the MEB, but there is positive discrimination against men.
9	2020	Gülseda Kirişçi and Niyazi Can	The remarks of education administrators and school principals on glass ceiling syndrome	25 school managers: 13 male and 12 female in Kahramanmaraş, Türkiye MEB	It was determined that women encounter glass ceiling barriers through their career advancement both as an administrator or administrator candidates. Also, women restrain themselves in order not to hinder the roles traditionally ascribed to them which also indicates that women experience the glass ceiling barriers due to personal reasons. Long and difficult working hours obstacle was expressed as organizational obstacles. The view that management role has no gender was mostly agreed upon. It was concluded that there are equal opportunities for both men and women, yet, women prefer not to be promoted to an administration post.

Table 2. Continued

10	2020	Merve Uçar and Sibel Güven	Remarks of primary school teachers on glass ceiling as a career barrier	Erkek-kadın 109 male and female teachers in Çanakkale, Türkiye MEB	It was determined that most of the participants saw the glass ceiling as an "obstacle". Also, the teachers who did not express their opinion about the glass ceiling due to lack of knowledge of the concept were more than the ones who had an idea about the glass ceiling. Primary school teachers stated that they consider the exams and interviews they needed to take as career barriers, and as a coping strategy, they generally remain indifferent to obstacles and do not claim any managerial positions.
11	2020	Şeyma Karakaya and Metin Reyhanoglu	Being a female manager in a male-dominated world: a research on female managers' environment	24 people: 6 managers, 6 subordinates and 6 superiors and 6 peers of them employed in 6 companies (3 from service sector and 3 production plants) in İstanbul, Türkiye CORPORATE	It was concluded that women taking on a management position in working life, they face new barriers stemming from themselves, their close circle, their counterparts, the opposite sex, social sexual judgments, and business policies gradually. With the effect of sectoral differences, women exhibit an attitude that is accepted as a "male management style" while climbing the career ladder and in the managerial position.
12	2020	Hava Tahtaloğlu and Hüseyin Özgür	A field research on Turkish academicians' perceptions on glass ceiling in regard to administrative duties	24 male and female academicians from the universities established in 1992 (together with the quantitative data collected from 576 participants from the same population) ACADEMY	The research was conducted on the selected sample using both quantitative and qualitative methods. The qualitative research results revealed the glass ceiling factors as organizational culture and policies, stereotypes and prejudices, fears and anxieties, role conflicts, professional eligibilities, disappointments, and informal communication networks. Also, it was concluded that the effects of glass ceiling syndrome were not only caused by gender differences.
13	2021	Sonay Bulut and Mustafa Çelikten	Female school managers in Turkish Education System	18 female school managers MEB	It was concluded that female school managers experience more demotivating events than those that would motivate them. The most demotivating instances are those experienced with the students' parents. The second mostly mentioned demotivation source was student behavior followed by the treatment from the senior administrators. The personal traits that female administrators feel that hinders them are listed as being emotional and anxious under responsibility, being too selfless, naive, quiet, patient etc. The reasons why they do not prefer to be a manager were listed as motherhood and life-work balance problems.
14	2021	Meral Özertürk and İbrahim Gül	The opinions of women in education on the glass ceiling syndrome before being manager	13 school managers and deputy managers in Sinop, Türkiye MEB	It was determined that female perceive the glass ceiling syndrome as a negative situation that hinders their career development. They think the most important reason for this is the male-dominated society. While the female administrators feel that they are respected as much as their male counterparts, their feminine qualities are highlighted by their administrators. They stated that they are preferred for jobs that require visuals, but not for positions holding important decisions. The female administrators stated that parents who come to the school mostly prefer a male administrator as the addressee.
15	2021	Hava Yaşbay Kobal	A qualitative study of women working in the private sector in the context of queen bee phenomenon	33 female managers from different sectors and their subordinates CORPORATE	It was determined that female managers adopt a democratic or situational management style and they think they support female employees to advance in their careers. Female employees stated that they did not encounter queen bee behavior and the female managers approached them with understanding and empathy and supported them in their career development.
16	2021	Esra Karakuş Umar	Being a woman in management in business life in Turkey: A qualitative study on concepts glass cliff and glass ceiling	6 female managers from different companies CORPORATE	It was concluded that women who experienced the glass cliff and who were stuck to the glass ceiling experienced the glass cliff from a sectorial perspective. The active presence of women in "home office" applications will deepen the image of women in business life that develops in parallel with traditional gender roles. Such a situation may cause the woman to work under precarious conditions thus, women should be supported to work in areas "outside home".

Kod Sistemi	2017- Bulut...	2021- Bulut...	2018- Demir...	2019- Erdoğlan...	2020- KARAKAYA...	2021- KOBAL...	2021- Karakuş...	2020- Kirilci...	2017- STAUB...	2020- Tahıralioğlu...	2019- Tanssevdi...	2019- Tüzel...	2020- Uçar...	2021- ÖZER...	2016- İsmanoğlu...	2018- İncioğlu...	TOPLA...
Individual Factors																	0
personal preferences	5	4	1	2	6		4	5	1	3	1		2			2	36
motherhood role	9	5	8	3	15	4	5	13					1	3		1	72
glass ceiling awareness					1								1				3
internalization of glass ceiling	1	2					4			1		1	1			3	13
level of education, lack of role models e				2	1			1		1	3	1					9
lack of self confidence																2	2
Socio-cultural factors																	0
gender based discrimination	3	2	1	1	5	1	5	1			3			3	1	1	27
supportive behavior of female executive					2	5											7
positive female manager qualities					1	2		2	1		3				2		11
negative female manager qualities					1	1		2							4		8
social prejudices		1		2	5		3	4		1	1		1	2		2	22
Organizational Factors																	0
legislative regulations					3							1					4
factors other than gender (+)										2	1						4
other female employees	1				7		1				4	1			2		16
male employees				2	1		1	2			1	1			1		9
ignorance of qualifications					1					5			2				8
organizational features	1			3	6		5	2		2	1	1	1				23
positive discrimination					2			1				1					4
TOPLAM	20	14	10	15	57	13	28	33	3	15	21	7	9	9	9	15	278

Figure 8. Matrix of all codes and all documents

# The Effect of Paternalistic Leadership Perception on Knowledge-Sharing Behavior in the Context of Social Exchange Theory

Hande Ulukapı Yılmaz<sup>1</sup> 

<sup>1</sup>Dr., Independent Researcher, Türkiye

## ABSTRACT

Building upon social exchange theory, this study addresses the following questions: “Is leadership one of the premises of knowledge-sharing behavior?” and “Do paternalistic leaders influence employees’ knowledge-sharing behaviors within the organization?” The study aimed to determine the effect of employee perceptions of paternalistic leadership on knowledge-sharing behaviors. For this purpose, data were collected from 376 private sector employees using the survey method. The data were analyzed using SPSS 29 and AMOS 24. According to the findings, the perception of moral leadership has a positive and statistically significant effect on knowledge-donating and knowledge-collecting behavior. Furthermore, while the perception of authoritarian leadership has a positive and statistically significant effect on knowledge-donating behavior, it was determined that the perception of benevolent leadership does not have a statistically significant effect on knowledge-collecting behavior and knowledge-donating, and the perception of authoritarian leadership does not have a statistically significant effect on knowledge-collecting behavior. These results contribute to the literature and present a ground for discussion among researchers in subsequent studies.

**Keywords:** Paternalistic Leadership, Paternalistic Leadership Perception, Knowledge-Sharing, Knowledge-Sharing Behavior, Social Exchange Theory

**JEL Codes:** M10, D83

## 1. INTRODUCTION

Leadership style is an important external environmental variable influencing individual behavior (Yanhui et al., 2021, p. 102). Leaders are organic characters who affect individuals and communities, touch their lifeline at some point, and have often constructive but sometimes destructive effects. Individuals who manage and are managed can be found in any environment with more than one person. This situation puts leadership at the center of work and social life. From past to present, leaders have defined and adopted many leadership styles. One of the accepted leadership styles of recent times is paternalistic leadership.

Knowledge is an effective tool for assisting individuals and organizations in achieving their goals. At this point, obtaining knowledge in any way possible is important. Although knowledge can be obtained in various ways, the easiest way for individuals and organizations to share knowledge is through knowledge-sharing. According to Ipe (2003, p. 341), knowledge-sharing is the individual’s act of providing knowledge to other individuals within an organization. An organization’s ability to use knowledge effectively depends largely on its employees who create, share, and use knowledge. Meanwhile, encouraging knowledge-sharing behavior is seen as important for today’s organizations to continue their existence and achieve success. The researchers emphasize that leadership supports this process. This study’s first question is, “Is leadership one of the premises of knowledge-sharing behavior?”

According to the literature, different leadership styles promote knowledge-sharing. For example, Yang (2007) found that leaders’ mentoring and innovative roles positively correlate with knowledge-sharing activity, but the monitoring role has a negative relationship with knowledge-sharing. According to Xue et al. (2011), empowering leadership significantly impacts employees’ attitudes toward knowledge-sharing. Meanwhile, the results of Lee et al. (2014) revealed that empowering the team leader increased the level of knowledge-sharing among team members. Bradshaw et al. (2015) observed the effects of transformational and transactional leadership behaviors on the knowledge-management process, particularly knowledge-sharing. Moreover, Song et al. (2015) found that servant leaders positively impact the team’s knowledge-sharing climate. Edú-Valsania et al. (2016) stated

**Corresponding Author:** Hande Ulukapı Yılmaz **E-mail:** handeuyilmaz@gmail.com

**Submitted:** 02.09.2023 • **Revision Requested:** 15.09.2023 • **Last Revision Received:** 29.09.2023 • **Accepted:** 25.10.2023



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that authentic leadership positively affects employees' knowledge-sharing behaviors with their results. Similarly, Zeb et al. (2020) determined the positive relationship between authentic leadership and knowledge-sharing. By contrast, Bavik et al. (2018) pointed out that ethical leadership is vital for employees' knowledge-sharing behavior. Furthermore, Srivastava and Joshi (2018) discovered a positive relationship between technology leadership and knowledge-sharing behavior. Lastly, Shariq et al. (2019) supported the direct positive impact of knowledge-oriented leadership on knowledge-sharing, whereas Novitasari et al. (2021) demonstrated the indirect effect of charismatic leadership on implicit knowledge-sharing through intrinsic motivation.

All of these studies showed that leadership occurs in organizational life as an important precursor to individuals' knowledge-sharing behaviors. In this context, researchers have been motivated in recent years to uncover the relationships between leadership styles and knowledge-sharing behavior. However, according to Bavik et al. (2018), the mechanisms by which leaders influence knowledge-sharing remain unclear. However, the theoretical basis between leadership style and knowledge-sharing behavior is not included, particularly in national studies, and the connection between these two concepts must be established based on theory.

Knowledge-sharing behavior, which is considered together with many leadership styles, has not been examined together with paternalist leadership in the national literature. As a result of this gap, this study aims to determine the effect of employees' paternalistic leadership perceptions on their knowledge-sharing behaviors. In particular, this study is based on the following question: "Do paternalistic leaders influence employee knowledge-sharing behavior within the organization?" This study also aims to examine knowledge-sharing behavior, which is viewed as an important factor in private sector organizations to achieve their goals and thus sustain their existence, on private sector employees. The scope of the research included managers and employees from all departments of private sector organizations involved in production. Within the scope of the study, the framework for the concepts was first established, then the theoretical basis between the concepts was examined, and the research methodology and findings were presented. The result created a discussion to contribute to the literature. In addition to filling the gap in the literature, this study will provide insight into whether leaders who guide their followers in today's organizations can direct individuals' information-sharing behaviors by highlighting their paternalistic aspects.

## 2. CONCEPTUAL AND THEORETICAL FRAMEWORK

### 2.1. Paternalistic Leadership

Paternalistic leadership, a common and deeply ingrained leadership style in oriental organizations, is one of the most frequently cited factors influencing employee behavior (Lu et al., 2022). Farh and Cheng (2000, p. 91), who dominated most of the literature on paternalistic leadership, defined the concept as a "type of leadership that combines strong discipline and authority with paternal benevolence." Researchers have introduced the three-dimensional structure of paternalistic leadership into the literature: authoritarian, benevolent, and moral leadership. Paternalistic leadership is distinguished from other types of leadership by combining strong and clear authority with elements of benevolent and moral leadership (Farh et al., 2008, p. 172). In other words, a typical paternalistic leader should be authoritative, benevolent and moral (Wong et al., 2022, p. 910). Authoritarian leadership refers to leader behaviors that give the leader complete control over his or her subordinates and demand unquestioning obedience from them (Farh & Cheng, 2000, p. 94). Under such control, subordinates have no choice but to obey the leaders' decisions and orders (Zhang et al., 2015, p. 27). This may cause subordinates to feel negative emotions toward the leader, such as fear or anger (Farh et al., 2006, p. 232). According to the literature, authoritarian leadership produces more negative results with organizational outputs (Niu et al., 2009, p. 33). The second dimension, benevolent leadership, refers to leader behaviors demonstrating individual concerns for personal or family well-being (Farh & Cheng, 2000, p. 94). Leaders who exhibit compassionate behaviors, such as a parent, show interest in their subordinates in their work and nonwork lives (Zhang et al., 2015, p. 27). Paternalistic leaders with their beneficent aspects allow employees to correct their mistakes in their business lives, relieve shame in society, mentor them, and support their career development. In their nonwork lives, they leave aside hierarchical relationships, regard them as family members, help them in their troubles and exhibit parental benevolence (Farh et al., 2008, p. 174). This level of interest in their employees' work and personal lives shows that the paternalistic leader values long-term social exchanges over short-term and economic relationships (Zhang et al., 2015, p. 27). The benevolent aspect of paternalism demonstrates that leaders are also interested in their subordinates' lives outside of work and strive to increase their well-being (Pellegrini & Scandura, 2008, p. 568). Even in paternalistic cultures, leaders see it as an obligation to protect those in their care by adopting the role of parents (Pellegrini & Scandura, 2006, p. 267). Meanwhile, the moral leadership dimension is seen as leader behaviors that demonstrate superior personal virtues providing legitimacy and arousing an identity and respect in subordinates (Farh & Cheng, 2000, p. 94). Moral leadership includes honesty, nonselfish behavior, and a desire to fulfill obligations (Zhang et al., 2015, p. 26). Additionally, the moral dimension of paternalistic leadership includes refraining from abusing authority, refusing to take advantage of subordinates, and exhibiting exemplary leadership behaviors (Farh et al., 2008, p. 173; Niu et al., 2009, p. 33). Furthermore, the moral characteristics of paternalistic leaders make them leaders who keep their promises and are fair to all of their subordinates (Niu et al., 2009, p. 33).

Researchers accept both the paternalistic leadership model proposed by Farh and Cheng (2000) and the paternalistic leadership

model introduced by Aycan (2006). Aycan (2006) conceptualized paternalistic leadership by focusing on role expectations in the relationship between superior and subordinate and built his model on this structure. Accordingly, Aycan (2006) emphasized the inherent duality of control and interest in paternalism and proposed two dimensions of paternalistic leadership: benevolent and exploitative paternalism. Karakas and Sarigollu (2012) have another model in the literature on paternalistic leadership. They defined paternalistic leadership as the process of creating a virtuous cycle that encourages positive change in organizations. The researchers also identified four dimensions of paternalistic leadership: ethical sensitivity, spiritual depth, positive engagement and community sensitivity.

Paternalism encompasses social and cultural aspects and leadership approaches (Saygili et al., 2020). At the end of a literature review, it is easy to say paternalistic leadership is quite popular in Far Eastern culture. Most of the researchers in the international literature are Chinese. Farh and Cheng (2000, p. 91) argue that paternalistic leadership is common in Chinese family businesses. The reason for this is shown by the social structure of Chinese society that centers on the family. For nearly 3,000 years, the family has been recognized as the fundamental pillar of Chinese society. This entire structure is linked to the Confucian ideal that society has adopted. Today, the effects of this structure can be seen in the west (Farh & Cheng, 2000, p. 99, 118–119). Paternalistic leadership is seen in traditional, hierarchical, and collectivist cultures such as Asia, Latin America, and the Middle East (Mansur et al., 2017, p. 702). Aycan et al. (2000) state paternalistic leadership practices are more prevalent in China, India, Pakistan, Turkey, and the United States than in Canada and Germany.

Meanwhile, Mediterranean countries are shown to be the best examples of the reflections of paternalistic leadership in the west (Farh et al., 2006, p. 231). It is possible to trace the traces of this structure in Turkey, which is considered as the bridge between east and west this importance, the Turkish cultural structure, which places a premium on the concept of family, appears to be conducive to paternalistic leadership. Numerous studies on paternalistic leadership in the national literature confirm the Turkish social structure's suitability for this type of leadership. Researchers of one of the previous empirical studies, Pellegrini and Scandura (2006, p. 266) also argue that the traces of paternalist leadership can be followed in Turkey, which has a high-power distance and collectivist culture. The paternalistic leader is concerned with his subordinate's family problems, processes, and various aspects of his life. A paternalistic leader is not afraid to make positive contributions where they are needed by mastering the details. Wherever possible, a paternalistic leader attempts to assist his or her subordinates with solutions and suggestions to problems arising from daily life practices, as well as to share their sorrows and joys. It establishes the employee's commitment to the organization, the goals, and herself/himself by creating a climate of trust and support (Yıkılmaz ve Sağbaş, 2022, p. 991). In this sense, such leadership styles is viewed as suitable for Turkish culture.

## 2.2. Knowledge-Sharing Behavior

Knowledge is “the truth or state of knowing something through familiarity acquired through experience or association,” “the grasping of truth through reasoning,” and “the sum of what is known, the totality of truths and principles acquired by human beings” (Merriam-Webster Dictionary, 2023). With the acceptance of knowledge as one of the most prominent sources of organizations, the literature is interested in managing knowledge in organizations. The fact that knowledge is regarded as one of the fundamental sources of life in today's organizations necessitates research into the creation, sharing, and application of individual and collective knowledge (Ipe, 2003, p. 337).

Knowledge is a product of human thought and experience, a resource embedded in a routine or process found in the individual. The knowledge that becomes concrete in language, concepts, rules, and tools creates the capacity to make decisions and achieve certain goals (De Long & Fahey, 2000, p. 114). Today's employees and managers need more knowledge than ever to adapt to the rapidly changing environment and maintain their existence in business. However, at this point, not the multiplicity of data, its size, or the ease of accessing it, but the ability to analyze it and translate it into insights gain importance (Ulukapı Yılmaz, 2022, p. 41).

De Long and Fahey (2000) stated that knowledge exists at multiple levels. These are the level of individuals, groups and organizations. First, human knowledge is about individuals knowing what they know or how to do it. Combining explicit and tacit knowledge enables combining an individual's skills and expertise. Human knowledge can be acquired through cognitive processes or established in the body. Group-level knowledge is handled within the scope of social knowledge. This knowledge can be found in interpersonal relationships or within groups. The majority of social knowledge is open knowledge. This is because group members share it, and such knowledge develops as a result of working together. This knowledge is possible only with the ability to cooperate effectively. Meanwhile, organization-level knowledge is called structured knowledge. It is the knowledge embedded in an organization's systems, processes, tools, and routines. Structured knowledge is distinct from human and social knowledge in that it is a resource available to organizations and can exist independently of individuals (De Long & Fahey, 2000, p. 114). Although human knowledge is only one type of knowledge available in the organization, sharing human knowledge is indispensable for creating, disseminating, disseminating and managing knowledge at all other levels within the organization (Ipe, 2003, p. 340).

Knowledge-sharing is the act of providing knowledge to others within an organization by an individual (Ipe, 2003, p. 341). Knowledge-sharing, defined as the process of mutual exchange of knowledge and joint creation of new knowledge (van den Hoof & de Ridder, 2004, p. 118), provides individuals with a basic set of skills and complete knowledge to help them achieve their work goals more efficiently (Le et al., 2018, p. 706). Furthermore, with this sharing, human knowledge can attain organizational form (van den Hoof & de Ridder, 2004, p. 118). An organization's ability to use knowledge effectively depends largely on its employees who create, share, and use knowledge (Ipe, 2003, p. 341). At this point, knowledge-sharing behavior is vital for individuals and organizations.

Knowledge-sharing between employees can be thought of as the process by which employees transform their knowledge into a form that can be understood, assimilated, and used by other employees. The concept of sharing shows that donating human knowledge in a way that others can use involves the conscious actions of the employee who knows (Ipe, 2003, p. 341). However, it is worth noting that this share is bidirectional. At this point, knowledge-sharing behavior is divided into two dimensions: knowledge-donating and knowledge-collecting. Knowledge-donating is defined as communicating the employee's knowledge capital to others, whereas knowledge-collecting is defined as brainstorming ideas with colleagues in order for the employee to share their knowledge capital. As can be seen, both dimensions involve the active processes through which employees communicate. Some employees take action to communicate what they know to others, and some employees take action to learn what others know (van den Hoof & de Ridder, 2004, p. 118).

De Long and Fahey (2000) distinguished between explicit and tacit knowledge. Some human knowledge is open; that is, the knowledge resides in the organizational environment that can be used by everyone. However, some employees' knowledge is implicit and hidden in their minds. The important thing is to instill knowledge in the employees' minds. Thus, this knowledge can be documented, shared and used by other employees (Esen, 2016, p. 159). Employees who see the benefits of keeping their knowledge to themselves view knowledge-sharing as optional (Gerpott et al., 2020, p. 789). Knowledge-sharing behavior is important for every organization. However, converting human knowledge into organizational knowledge is not as simple as one might think (Rhee & Choi, 2017, p. 827). Knowledge-sharing enables others to access and use previously personalized knowledge, creating space for claiming related benefits such as status and reputation. Employees are hesitant to share their valuable knowledge and expertise because they are afraid of losing their knowledge and advantages over others (Son, 2020, p. 2). Furthermore, several researchers in the literature regard knowledge-sharing as a natural function of organizations, an activity that occurs automatically. However, even under the best of circumstances, knowledge-sharing within an organization is now widely accepted as a multifaceted and complex process (Ipe, 2003, s. 338). Individuals put in extra time and effort to share their knowledge, which incurs costs for both the individual and the organization (Rhee & Choi, 2017, p. 816).

### **2.3. Paternalistic Leadership, Knowledge-Sharing Behavior and Social Exchange Theory**

Knowledge is believed to be free. Although this appears to be the case, knowledge and skills in organizations are unevenly distributed among employees. In addition, knowledge has a structure that can be acquired through sharing. However, an employee's knowledge cannot be instantly and easily transformed into organizational information (Chaudhary et al., 2023, p. 99). To do this, knowledge must be shared within the organization. At this point, knowledge acquisition, transfer and reproduction is possible with certain premises. Demonstrating this, Srivastaba et al. (2006) argued that the leadership style prevailing in the organization determines success or failure in transferring knowledge.

Globalization and the hypercompetitive environment necessitate a long-term relationship and a social exchange that includes loyalty and commitment between leaders and employees. By providing care, support, protection, communication with their employees, and developing close individual relationships, paternalistic leaders demonstrate behaviors oriented to their needs (Pellegrini & Scandura, 2008, p. 584, 570). Pellegrini and Scandura (2008) examined the organizational outcomes of paternalistic leadership by reviewing the literature. Accordingly, they identified job performance, identification, organizational commitment, job satisfaction, organizational citizenship behavior, career development, leader-member interaction, empowerment and proactivity as the outcomes of paternalistic leadership. This study examines the relationship of paternalistic leadership with knowledge-sharing behavior, which is one of the important organizational concepts.

In an organizational setting, paternalistic leadership promotes mutual relationships (Lee et al., 2018, p. 1096). The social exchange theory can be used to explain the relationship between paternalistic leadership and knowledge-sharing behavior. The theory of social exchange views social life as a continuous series of exchanges between two or more parties, which may be individuals or institutions that interact and cooperate with each other. The theory underpins the study, assuming that when people receive a reward from others, they feel obligated to reciprocate. Although an employee is usually one of the parties involved in management organization work, the actors on the other side of the exchange are the organization, other employees, or supervisors (Walker, 2019, p. 246–247; Curun, 2021, p. 75–76). Social exchange theory describes how employees perceive the treatment they receive from their organization or supervisors and how this influences their attitudes and behaviors (Walker, 2019, p. 247). The

rational selection process is described by the decision that individuals will make as a result of benefit–cost or reward–price analysis (Ateş, 2017, p. 151).

However, social exchange theory also argues that individuals establish relationships due to emotions; they can feel many positive or negative emotions at the end of the process (Curun, 2021, p. 79). In this context, individuals decide whether to maintain the mutual relationship according to the reward or price they receive from the social relationships they experience (Ateş, 2017, p. 151). As evidence, in paternalistic cultures, people in authority are obligated to protect those under their care and expect loyalty and reverence in return (Pellegrini & Scandura, 2008, p. 568). Especially in collectivist cultures, paternalistic leadership is found in the literature to positively affect employees' organizational attitudes (Gelfand et al., 2007). In collectivism, leaders place a premium on the maintenance of relationships and give importance to their employees who are aware of their obligations and their loyalty (Pellegrini & Scandura, 2008, p. 571). Due to perceived reciprocity, individuals who work with paternalistic leaders are more likely to perform voluntary and mandatory duties (Lee et al., 2018, p. 1094). In this study, the knowledge-sharing behavior of the employee, the other party, is contrasted with the paternalistic behavior of the leader, who is one of the parties. Evaluation of knowledge sharing as a voluntary act (Ipe, 2003; van den Hoof & de Ridder, 2004; Gerpott et al., 2020; Son, 2020). Accordingly, this study proposed the main hypothesis in line with the relationship between the paternalistic leader and the employee to social exchange:

*H<sub>1</sub>*: Employees' paternalistic perceptions of leadership have a statistically significant and positive effect on knowledge-sharing behavior.

Lee et al. (2018, p. 1096) stated that organizations could expect paternalistic leaders to share the knowledge they possessed by employees who upheld benevolent, moral, and authoritarian leadership and personal expectations. Hence, it would be appropriate to test the effects of paternalistic leadership dimensions on knowledge-sharing behavior separately. The benevolent leadership aspect of paternalistic leadership can be addressed first. Social exchange begins when one party takes the initiative to show kindness or provide benefits, and the other party acts in return (Tan et al., 2016, p. 348). With their benevolent qualities, paternalistic leaders direct their subordinates' work and private lives as a parent (Pellegrini & Scandura, 2008, p. 568). The caring and thoughtfulness of paternalistic leaders in business and nonwork times suggests they value long-term social exchanges. Within the social exchange framework, leaders' reliable, generous, supportive and self-sacrificing behavior toward their employees (Zhang et al., 2015, p. 27) seems to support employees' knowledge-sharing behaviors within the organization. In light of this information, the following hypothesis is proposed:

*H<sub>1a</sub>*: Employees' perceptions of benevolent leadership have a statistically significant and positive effect on knowledge-sharing behavior.

Employees are expected to respond to benevolent leaders in this manner. They are also more likely to follow moral leaders who implement business processes ethically. Individuals can select leaders who treat them well and generously, allowing them to make fair evaluations. In contrast, authority is one of the most powerful characteristics that can force employees to accept their policies. According to Niu et al. (2009, p. 33), authoritarian leadership encourages subordinates' obedience, benevolence encourages subordinates' gratitude, and morality promotes subordinates' respect from the dimensions of paternalistic leadership. Authoritarian leaders who focus employee discipline enforce rules by directly commanding them to achieve managerial goals (Lee, 2018, p. 1096). In this case, employees respond to the paternalistic leader's authority by displaying obligatory obedience (Pellegrini & Scandura, 2006, p. 267). In light of these traces followed in the literature, considering that knowledge-sharing is an optional process, the following hypothesis is proposed:

*H<sub>1b</sub>*: Employee perceptions of authoritarian leadership have a statistically significant and negative effect on knowledge-sharing behavior.

Another distinguishing characteristic of paternalistic leaders is their moral structure. Paternalistic leaders can influence their employees with their moral aspects because they are honest and exemplary individuals. Furthermore, moral leaders are perceived to encourage their subordinates to share their ideas (Chan, 2014, p. 687). Employees are motivated to share knowledge with others by providing an appropriate organizational environment and encouraging them to do so (Lee et al., 2018, p. 1095). This favorable environment can be easily provided in organizations by the moral character of the paternalistic leader. From this idea, the next hypothesis can be formed as follows:

*H<sub>1c</sub>*: Employee perceptions of moral leadership have a statistically significant and positive effect on knowledge-sharing behavior.

van den Hoof and de Ridder, who considered knowledge-sharing behavior in two dimensions (2004, p. 120), specified that various sources of motivation and outcomes can be associated with both the dimensions of knowledge donation and knowledge collection. Based on this information, the effect of paternalistic leadership on the subdimensions of knowledge-sharing behavior, knowledge-donating, and knowledge-collecting should be tested separately. To test these effects, the following hypotheses have been established:



$H_2$ : Employees’ paternalistic perceptions of leadership have a statistically significant and positive effect on knowledge-donating behavior.

$H_3$ : Employees’ paternalistic perceptions of leadership have a statistically significant and positive effect on knowledge-collecting behavior.

In light of the aforementioned theoretical relationships and established hypotheses, Figure 1 presents the model of the study.

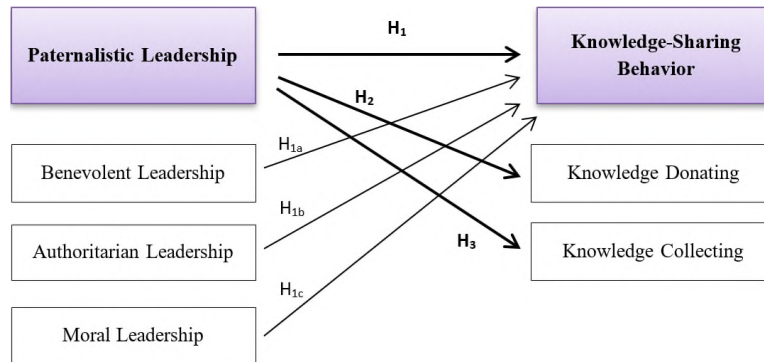


Figure 1. Research Model

The research methodology and findings designed within the model’s scope in Figure 1 are presented in the following sections.

### 3. METHODOLOGY

#### 3.1. Problem, Questions, Purpose and Importance of Research

Aside from the importance of employee knowledge for their business lives, it is also undeniable for organizations to achieve their goals, make a profit and survive. Spreading knowledge in the organizational environment is necessary to ensure organizational continuity. Knowledge-sharing should be prioritized in this importance. It has been proposed that leaders performing numerous critical organizational tasks can impact knowledge-sharing behavior. At this point, the questions “Is leadership one of the premises of knowledge-sharing behavior?” and “Do paternalistic leaders influence employees’ knowledge-sharing behaviors within the organization?” arose. This study, which was shaped in line with these research questions, aimed to determine the effect of employees’ perceptions of paternalistic leadership on their knowledge-sharing behaviors.

Employees must share their knowledge and experience that they have gained within the organization with other organization employees for both individual and organizational positive outcomes. Saving time in getting things done, eliminating mistakes, creating a positive organizational environment and establishing a benevolent climate will bring about individual and organizational success. Therefore, examining the situations, events and people that will catalyze employees to demonstrate knowledge-sharing behaviors is necessary. In this study, paternalistic leadership and knowledge sharing behavior were discussed.

#### 3.2. Research Method and Data Collection Tool

The research was designed empirically and the screening model from quantitative research designs was preferred. Data were collected using the survey method. The questionnaire was designed in three parts. The first part deals with the demographic information of the participants. The second part presents a “Paternalistic Leadership Scale” developed by Cheng et al. (2004). The scale, which consists of 26 expressions and 3 dimensions, was adapted by Karabulut (2019) in the Turkish context. The third part is the “Knowledge-Donating and Knowledge-Collecting Scale,” developed by van den Hoff and de Ridder (2004) and used by Ayazlar (2012). The scale consists of 10 expressions and 2 dimensions. Although demographic questions consist of multiple-choice statements, the second and third parts of the questionnaire are rated on a 5-point Likert type: 1 = I strongly disagree, 2 = I disagree, 3 = Neither I agree and nor disagree, 4 = I agree, and 5 = I strongly agree.

#### 3.3. Research Scope and Ethics Committee Permission

Knowledge is an important tool for all types and levels of organizational employees. Employees can achieve their individual and organizational goals through human, team, and organizational knowledge. At this point, it is deemed important for individuals within the organization to share knowledge. Industrial organizations are one type of organization where knowledge-sharing should

be considered. These organizations, also known as private sector organizations, operate in markets with difficult competitive conditions to make a profit and stay in business. One of the ways to survive in these difficult conditions is through knowledge-collecting and knowledge-sharing. Accordingly, under the purpose of the study, the employees of Konya Organized Industrial Zones were accepted as the subject of the research. According to data from the Konya Chamber of Industry, there are approximately 52,000 employees in the Konya Industrial Zones ([www.kos.org.tr](http://www.kos.org.tr), 2022). With “95% reliability and 5% margin of error,” the sample was determined to be 382 people (Sekaran, 2003).

With the decision of the KTO Karatay University Human Research Ethics Committee dated 6.3.2023 and numbered 55433, the data collection tool was proven to be suitable for scientific research and publication ethics. Moreover, the questionnaire form was applied face-to-face to 389 participants between 10.3.2023 and 17.3.2023. A total of 376 forms were found to be suitable for analysis. The data were analyzed by making the necessary coding of SPSS 29 and AMOS 24 programs. Within the scope of the study, scientific research and ethical rules were followed and verbal consents was received.

#### 4. FINDINGS

##### 4.1. Frequency Analysis

According to the frequency analysis of demographic variables, 31.1% of the participants were female and 66% were male; 12.6% had 0–1 year of experience, 21.3% had 2–5 years, 18.1% had 6–10 years, 16% had 11–15 years and 29.3% had 16 years or more of experience; 21.8% were managers and 75% were employees.

##### 4.2. Validity and Reliability Analyses

Here, validity and reliability analyses of paternalistic leadership and knowledge-sharing scales were performed. First, a confirmatory factor analysis was performed to determine the structural validity of the paternalistic leadership scale. As a result of the analysis, the expressions with factor loading below 0.45, which were found to reduce reliability (Tabachnick & Fidell, 2018), were removed from the scale. Accordingly, factor loadings below the statistical limit were removed sequentially from the model, and the analyses were repeated. The following are some examples: statements under the authoritarian leadership dimension; the 20th expression of the scale (“My supervisor emphasizes that our team should have the highest performance of all teams in the enterprise”; factor loading = 0.223); the third expression (“My supervisor asks me to follow his instructions completely”; factor loading = 0.321); and statements belonging to moral leadership and the 15th item of the scale (“My supervisor uses his powers to give himself privileges.”; factor loading = 0.370). Then, to obtain an ideal model fit, modification adjust paths were established by considering the theoretical connections between some expressions following the modification indices and the covariances drawn. Figure 2 presents the factor structure model.

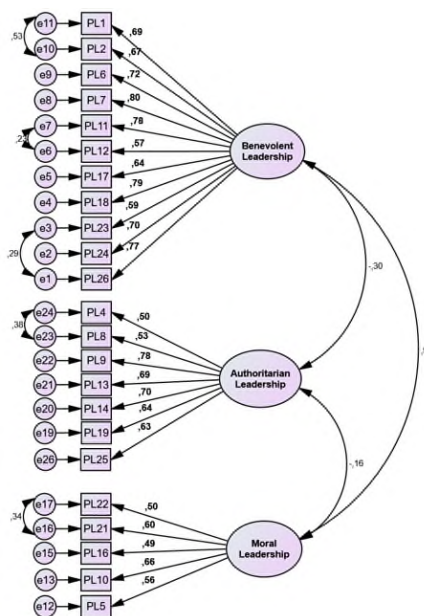


Figure 2. First level factor structure model measured on paternalistic leadership scale

From the dimensions of paternalistic leadership, statements about benevolent leadership have a factor loading of 0.57 to 0.80. Meanwhile, the factor loading of the expressions related to authoritarian leadership was between 0.48 and 0.76 and that about moral leadership was between 0.49 and 0.65. Values with factor loading greater than 0.71 are considered “excellent,” 0.63 and 0.71 are considered “very good,” 0.55 and 0.62 are considered “good,” and 0.45 and 0.54 are considered “reasonable/acceptable” (Tabachnick & Fidell, 2018). In this context, the factor loadings in the model are statistically sufficient. The conformity values of the model are shown in Table 1.

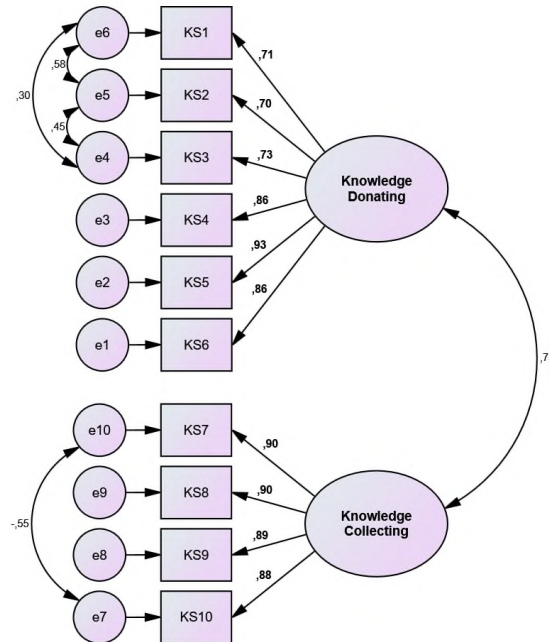
**Table 1.** Adjustment Values of the Model Regarding the Paternalistic Leadership Perception Scale

Fit Indices	Value Achieved	Good Fit	Acceptable Fit	Result
$\chi^2$ Fit Test	0,000	$p < 0,05$	$p < 0,01$	Good Fit
CMIN/df ( $\chi^2$ /sd)	2,434	$\leq 3$	$\leq 5$	Good Fit
RMSEA	0,062	$\leq 0,05$	$\leq 0,08$	Acceptable Fit
RMR	0,088	$\leq 0,05$	$\leq 0,08$	Acceptable Fit
GFI	0,892	$\geq 0,90$	$\geq 0,80$	Acceptable Fit
CFI	0,920	$\geq 0,95$	$\geq 0,85$	Acceptable Fit
NFI	0,872	$\geq 0,95$	$\geq 0,80$	Acceptable Fit
TLI	0,908	$\geq 0,95$	$\geq 0,80$	Acceptable Fit

Source: Schumacker & Lomax, 2010; Simon et al., 2010.

When considering the compliance values in Table 1, all values are acceptable or at a good adjustment level. According to the relevant data, it is understood that the original three-factor structure of the paternalistic leadership scale has been confirmed.

Second, a confirmatory factor analysis was performed to determine the knowledge-sharing behavior scale’s structural validity. After determining that all factor loadings were statistically acceptable, modification adjust paths were established by considering the theoretical connections between some expressions under the modification indices. The factor structure model in Figure 3 was obtained as a result of the drawn covariances.



**Figure 3.** First-level factor structure model measured regarding knowledge-sharing behavior scale

As shown in Figure 3, the factor loadings of the expressions regarding the knowledge-donating dimension of the knowledge-sharing behavior scale are between 0.70 and 0.93, and the factor loadings of the expressions about the knowledge-collection dimension are between 0.88 and 0.90. Therefore, the factor loadings in the model are statistically sufficient. The conformity values of the model are shown in Table 2.

**Table 2.** Adjustment Values of the Model Regarding Knowledge-Sharing Behavior Scale

Fit Indices	Value Achieved	Good Fit	Acceptable Fit	Result
$\chi^2$ Fit Test	0,000	$p < 0,05$	$p < 0,01$	Good Fit
CMIN/df ( $\chi^2$ /sd)	3,556	$\leq 3$	$\leq 5$	Acceptable Fit
RMSEA	0,083	$\leq 0,05$	$\leq 0,08$	Acceptable Fit
RMR	0,033	$\leq 0,05$	$\leq 0,08$	Good Fit
GFI	0,948	$\geq 0,90$	$\geq 0,80$	Good Fit
CFI	0,978	$\geq 0,95$	$\geq 0,85$	Good Fit
NFI	0,969	$\geq 0,95$	$\geq 0,80$	Good Fit
TLI	0,966	$\geq 0,95$	$\geq 0,80$	Good Fit

Source: Schumacker & Lomax, 2010; Simon et al., 2010.

When considering the compliance values in Table 2, we determine that all the values are acceptable or at a good adjustment level. According to the relevant data, the original three-factor structure of the knowledge-sharing behavior scale has been confirmed.

Meanwhile, it is useful to evaluate the combination's validity in addition to the structural validity. In this regard, the composite/structure reliability (CR) and average explained variance (AVE) coefficients and Cronbach's Alpha coefficients were calculated. Table 3 presents the relevant values.

**Table 3.** CR and AVE Values with Reliability of Scales and Subdimensions

Scales and Subdimensions	Number of Expressions	Cronbach's Alpha	CR	AVE
<b>Paternalistic Leadership</b>	23	0,846	0,945	0,432
- Benevolent Leadership	11	0,917	0,915	0,498
- Authoritarian Leadership	7	0,834	0,825	0,409
- Moral Leadership	5	0,726	0,697	0,318
<b>Knowledge Sharing Behavior</b>	10	0,944	0,960	0,706
- Knowledge Donating	6	0,926	0,914	0,643
- Knowledge Collecting	4	0,934	0,941	0,800

Cronbach's alpha values for the scales and dimensions were all greater than 0.70, indicating reliability of the relevant measuring instrument (Durmuş et al., 2022). However, Fornell and Larcker (1981) stated that for convergent validity, the CR value should be greater than 0.70 and the AVE value should be greater than 0.50. The CR value, however, must be greater than the AVE value (Hair et al., 2019). When these values are analyzed, it is clear that all variables' CR and AVE values are statistically acceptable in general, with the CR values being greater than the AVE values. The AVE values of paternalistic leadership and its subdimensions were found to be lower than 0.50. However, since the CR values were greater than 0.70 and the AVE values, and the reliability coefficients and factor loadings of the relevant variables were statistically sufficient, excluding the relevant variables from the analysis was unnecessary. As a result, it was decided that the research variables had a reliable level, construct validity and convergent validity.

### 4.3. Descriptive Statistics

Within the scope of this study, descriptive statistics of research variables and skewness and kurtosis values were analyzed. Relevant findings are shown in Table 4.

**Table 4.** Descriptive Statistics of Variables and Skewness Kurtosis Values

Variables	Mean	Standard Deviation	Min	Max	Skewness	Kurtosis
<b>Paternalistic Leadership</b>	3,21	,545	1,00	4,65	-,603	2,030
- Benevolent Leadership	3,30	,825	1,00	5,00	-,366	,175
- Authoritarian Leadership	2,92	,823	1,00	5,00	,265	-,188
- Moral Leadership	3,44	,812	1,00	5,00	-,266	-,095
<b>Knowledge Sharing Behavior</b>	3,88	,769	1,00	5,00	-1,041	1,989
- Knowledge Donating	3,95	,810	1,00	5,00	-1,138	1,984
- Knowledge Collecting	3,78	,853	1,00	5,00	-,825	1,205

Note: n=376; 1= I Strongly Disagree, 5= I Strongly Agree

When the descriptive statistics of the variables were examined, it was discovered that the variable with the highest arithmetic mean was the highest "knowledge-donating" ( $X = 3.95 \pm 0.81$ ), while the variable with the lowest arithmetic mean was the

“authoritarian leadership” ( $X = 2.92 \pm 0.82$ ) dimension. In addition, when the average values of the variables are evaluated as “1.00–2.33” low level, “2.34–3.66” intermediate level and “3.67–5.00” high-level taking into account the 5-point Likert scale; it is understood that employees’ knowledge-sharing behavior is at a “high” level; and their perception of paternalistic leadership is at a “medium” level.

When the skewness and kurtosis values of the variables are examined, it was determined that they all have a distribution between -3 and +3; additionally, the arithmetic mean, mode and median values are close to each other; the histograms and graphics of the variables are close to the normal distribution; therefore, the variables have a univariate normal distribution (Huck, 2012; Moors, 1986; Seçer, 2017). The Mardia coefficient was calculated the AMOS program (Mardia = 425.28) and the relevant coefficient was compared with the value obtained from the formula  $p^*(p + 2)$  ( $p =$  number of observed variables) ( $33*35 = 1155$ ) and it was assumed that the data had a multivariate normal distribution because the Mardia coefficient was less than the value determined by the formula (Teo et al., 2023).

#### 4.4. Correlation Analysis

Correlation analysis was used to determine whether there was a statistically significant relationship between paternalistic leadership perceptions and knowledge-sharing behaviors of the employees participating in the study. Pearson’s correlation analysis with the normal distribution of the data was preferred.

**Table 5.** Correlation Coefficients for Variables

Variables		(1)	(2)	(3)	(4)	(5)	(6)
<b>Paternalistic Leadership (1)</b>	r	1					
- Benevolent Leadership (2)	r	,851**	1				
- Authoritarian Leadership (3)	r	,284**	-,207**	1			
- Moral Leadership (4)	r	,784**	,688**	-,081	1		
<b>Knowledge Sharing Behavior (5)</b>	r	,464**	,439**	,037	,399**	1	
- Knowledge Donating (6)	r	,442**	,397**	,095	,342**	,951**	1
- Knowledge Collecting (7)	r	,416**	,424**	-,053	,412**	,898**	,719**
* Correlation is significant at the 0,05 level (one-tailed). $p < 0,05$							
** Correlation is significant at the 0,01 level (2-tailed). $p < 0,01$							
*** $n=376$ ; $r=$ correlation coefficient ; $p=$ significance							

The correlation coefficient ( $r$ ) ranges from -1 to +1. When this value is between 0.10 and 0.29, a low correlation was determined. When it is between 0.30 and 0.70, a moderate correlation, and when it is between 0.71 and 1.00, a high level of correlation was determined (Büyüköztürk, 2023). Consequently, concerning the results of the Pearson correlation analysis given in Table 5; there is a moderate, positive and statistically significant relationship between paternalistic leadership perceptions and the knowledge-sharing behaviors of the participants ( $r = 0.464$ ;  $p < 0.01$ ). Similarly, medium, positive and statistically significant relationships were found between the perceptions of perceptions of paternalistic leadership of employees and their knowledge-donating behaviors ( $r = 0.442$ ;  $p < 0.01$ ) and knowledge-collecting behaviors ( $r = 0.416$ ;  $p < 0.01$ ). Furthermore, while there was a medium, positive and statistically significant relationship between employees’ benevolent leadership perceptions and knowledge-sharing behaviors ( $r = 0.439$ ;  $p < 0.01$ ) and moral leadership perceptions and knowledge-sharing behaviors ( $r = 0.399$ ;  $p < 0.01$ ), no statistically significant relationship was found between their authoritarian leadership perceptions and knowledge-sharing behaviors and its subdimensions ( $p > 0,05$ ).

#### 4.5. Structural Equation Model

The effect of the independent variable paternalistic leadership perception on the dependent variable knowledge-sharing behavior and its subdimensions was tested using a structural equation model. The measurement model was tested in the first stage, and the model’s factor loadings and fit indices were examined. The factor loadings in the model were found to be significantly distributed between 0.48 and 0.92 and the relevant values were statistically sufficient. When the model’s fit indices were examined, it was discovered that the values ( $X^2$  Fit Test = 0.00;  $X^2/sd = 2.162$ ; RMSEA = 0.056; RMR = 0.074; GFI = 0.859; CFI = 0.927; NFI = 0.873; TLI = 0.919) were within acceptable limits (Schumacker & Lomax, 2010; Simon et al., 2010).

In the second stage, the structural equation model was tested. To obtain results that demonstrate the best fit for the model, a modification was established between the error terms within the framework of theoretical connections, and the model was

revisiting. While modifying the error terms, it was decided that the expressions observed to be related to the error terms could measure the same dimension, could be used interchangeably, and could be attributed to the similar or the same meaning by the participants (Meydan & Şeşen, 2015), as well as their theoretical foundations. Following these procedures, meaningless paths were removed from the model and a revised model is shown in Figure 4.

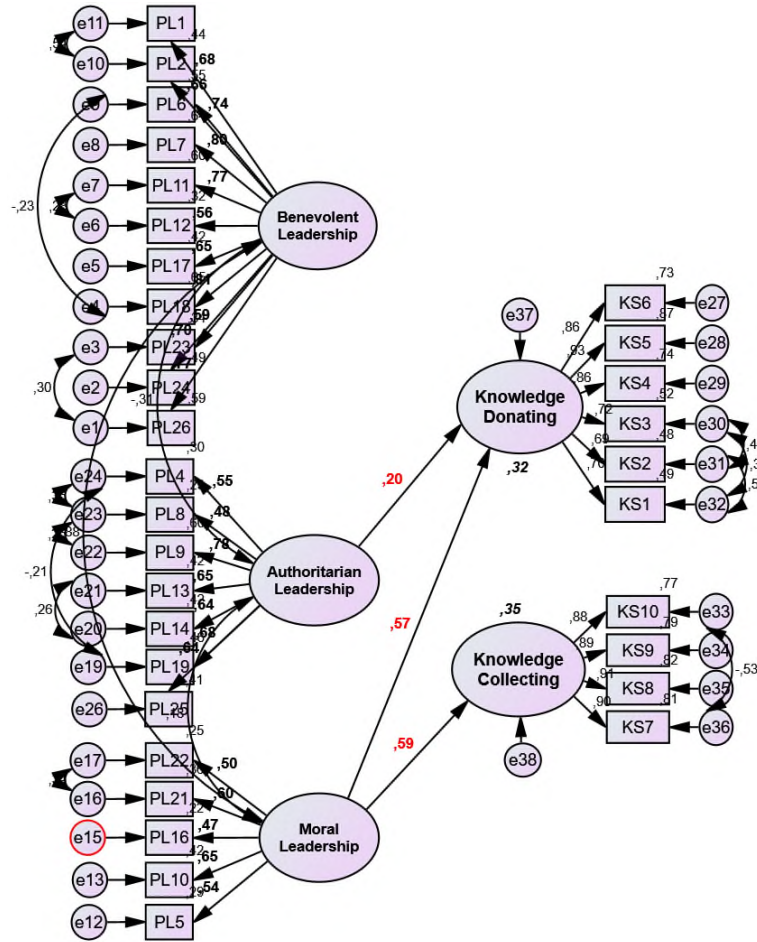


Figure 4. Structural equation model on the effect of paternalistic leadership perception on knowledge-sharing behavior

Direct impact paths of the model, coefficients, significance values and concordance indices are displayed in Table 6.

Table 6. Parameter Estimation Values for Structural Equation Model Analysis

Parameter Estimates						
Dependent Variable	$\beta$	Independent Variable	$\beta$	S.E.	C.R.	p
Knowledge Donating	$\beta$	Benevolent Leadership	-,780	,345	-2,132	0,053
Knowledge Collecting	$\beta$		-24,30	43,66	-,552	0,581
Knowledge Donating	$\beta$	Authoritarian Leadership	<b>,196</b>	,064	3,479	<b>0,001</b>
Knowledge Collecting	$\beta$		-3,57	8,49	-,506	0,613
Knowledge Donating	$\beta$	Moral Leadership	<b>,570</b>	,094	7,741	<b>***</b>
Knowledge Collecting	$\beta$		<b>,595</b>	,097	8,203	<b>***</b>

**Not:**  $R^2$  ( Knowledge Donating = ,324; Knowledge Collecting = ,354);  
 $X^2$  Fit Test=0,00;  $X^2/sd$ =2,377; RMSEA=0,06; RMR=0,09; GFI=0,854; CFI=0,914; NFI=0,861; TLI=0,905  
 \*  $\beta$  = Standardized beta coefficient, direct effect ; S.E.= Standard error ; C.R.= Critical rate ; p= Significance ; n=376  
 \*\* Significant effect at the level 0,05 (p<0,05); \*\*\* Significant effect at the level 0,001 (p<0,001).

When the findings in Table 6 are evaluated; it is understood that the authoritarian and moral leadership variable can explain 32.4% ( $R^2 = 0.324$ ) of the change in knowledge-sharing behavior; the moral leadership variable can explain 35.4% ( $R^2 = 0.354$ ) of the change in knowledge-collecting behavior. Meanwhile, moral leadership perception was found to have a positive and statistically significant effect on knowledge-donating behavior ( $\beta = 0.570$ ;  $p < 0.05$ ) and knowledge-collecting behavior ( $\beta = 0.595$ ;  $p < 0.001$ ); additionally, authoritarian leadership perception was found to have a positive and statistically significant effect on knowledge-donating behavior ( $\beta = 0.196$ ;  $p < 0.001$ ). Based on these findings, the  $H_{1c}$  hypothesis was supported, the  $H_{1a}$  hypothesis was rejected, the  $H_{1b}$  hypothesis was partially supported and thus the  $H_1$ ,  $H_2$  and  $H_3$  hypotheses were partially supported.

## 5. CONCLUSION AND DISCUSSION

Leadership is important in an organization's success or failure (Le et al., 2018, p. 706). Individuals who take on various roles as leaders shape the organization's future. The most difficult task for leaders has been identified as creating a supportive work environment that encourages people to share knowledge (Son et al., 2020). Meanwhile, managers have significant responsibilities in creating this environment. One of them is the leadership styles that leaders take on in the organizational environment and in the face of subordinates. The leadership literature from the past to the present includes many leadership styles. One of these styles is paternalistic leadership.

Some studies and researchers consider paternalistic leadership as leaders who approach their employees with parental interest, take care of both their work and private lives, are controlling and interested simultaneously, encourage positive change, and initiate a virtuous circle. The three-dimensional structure of paternalistic leadership, consisting of "authority, benevolence and morality" was used as the basis for this study, following Farh and Cheng's (2000) definition of "the type of leadership that combines a strong discipline and authority with paternal benevolence" Consequent paternalistic leaders are authoritarian on one side and benevolent and moral on the other, leaving an impression on their subordinates.

This study used the social exchange theory to examine the relationship between paternalistic leadership and knowledge-sharing behavior. The relationships in the workplace are mutual, according to the social exchange theory. As a result of their social relationships with their employees, leaders will have various expectations from themselves. At this point, the leader who engages in social exchange with their employees will have certain expectations from them for the benefit of themselves and the organization. Employees who are satisfied with their social interactions with their leaders will be motivated to act to meet this expectation. One of these behaviors may be the knowledge-sharing behavior. Knowledge-sharing behavior is defined as the emergence and documentation, sharing and use of the knowledge implicit by other employees, in other words, in the individual's mind (Esen, 2016, p. 159). Although this is not an easy process, the factors that motivate the employee to move in this direction must be included in the organizational environment.

This study aimed to determine the effect of employees' paternalistic leadership perceptions on their knowledge-sharing behaviors. Data was collected from 376 private sector employees using the survey method. Employees must share their knowledge and experience that they have gained within the organization with other employees of the organization for both individual and organizational positive outcomes. Saving time in getting things done, eliminating mistakes, creating a positive organizational environment and establishing a benevolent climate will bring about individual and organizational success. At this point, examining the situations, events, and people that will catalyze employees to display their knowledge-sharing behaviors is necessary. This study discussed paternalistic leadership and knowledge-sharing behavior in private sector organizations where achieving goals and sustaining their existence is important.

According to the analysis results, it was determined that the perception of moral leadership has a positive and statistically significant effect on knowledge-donating behavior and knowledge-collecting behavior. This discovery is an expected result. Because the structure of Turkish society, which values honesty, appears to allow paternalistic leaders to elicit more positive responses from their employees. Furthermore, the perception of authoritarian leadership was found to have a positive and statistically significant effect on knowledge-donating behavior. It is thought that due to this unexpected result, employees feel obligated to share their knowledge with other employees under the authority of the paternalistic leader and share their knowledge with other employees as a result of this obligation. It was determined, however, that the perception of authoritarian leadership had no statistically significant effects on knowledge-collecting behavior. Finally, it was found that the perception of benevolent leadership did not significantly affect knowledge-collecting behavior and knowledge-donating. Although it is thought that where the giver does the receiver a favor, the receiver will also pay the giver's kindness at an appropriate time (Yanhui et al., 2021, p. 106), it will be possible to say that this result is an unexpected result. Private sector organizations are organizations where knowledge-sharing is considered important to achieve goals. Research results support this statement. Consequent it seems that the importance of sharing knowledge among individuals within the organization is understood. In addition, it is thought that more than half of the sample (51.1%) have more than 11 years of working experience, making it easier for them to engage in knowledge-sharing behavior.

There are studies in the international literature that deal with knowledge-sharing behavior and paternalistic leadership and

have some similarities and differences with this study. For example, Zhang et al. investigated the effect of knowledge-sharing behavior on paternalistic leadership, believing that it would significantly impact organizational effectiveness. They discovered that benevolent and moral leadership increased employees' knowledge-sharing behavior, whereas authoritarian leadership did not affect knowledge-sharing behavior (Quoted by: Jia & Pan 2020, p. 25). Through empirical research in large Chinese firms, Lee et al. (2018) demonstrated that paternalistic leadership fosters perceived mutual support among employees, allowing them to share knowledge with other employees through voluntary charity behaviors. Yanhui et al. (2021) obtained the result of a positive correlation of paternalistic leadership with knowledge-sharing behavior as a result of their research with high school teachers and argued that paternalistic leadership is an effective type of leadership that plays a role in improving teachers' knowledge-sharing behavior. Furthermore, the study revealed significant positive effects of paternalistic leadership's benevolent and moral dimensions on knowledge-sharing behavior (Yanhui et al., 2021, p. 106). Through organizational commitment, Chaudhary et al. (2023) sought to determine the relationship between paternalistic leadership and knowledge-sharing behavior. They found that emotional and normative commitment mediates the relationships between the benevolence, moral, and authoritarian leadership dimensions of paternalistic leadership and knowledge-sharing behavior in their study of 312 nurses. In contrast, sustained commitment only mediates the relationship between authoritarian leadership and knowledge-sharing.

Considering the findings obtained as a result of the research and the results of previous research, the effects of leaders on people are known to encourage their employees to produce, acquire and use knowledge in today's knowledge-based societies. Furthermore, it is a fact that paternalistic leadership is accepted in our country in terms of its characteristics and will continue to be so. At this point, managers should incorporate paternalistic leadership qualities into their leadership according to the dynamics of the country. Managers who exercise paternalistic leadership should be able to develop social exchange relationships with their subordinates through benevolent, moral and authoritarian behaviors, allowing employees to behave in ways that benefit their leaders and organizations. According to the study's findings, moral leaders, in particular, support employees' knowledge-sharing behavior and leaders should be ethical in business.

There are limited studies that address knowledge-sharing behavior and paternalistic leadership. No studies have been found in the national literature. For this the study is believed to contribute to the literature and create a discussion environment for future studies. In particular, the theoretical basis between paternalistic leadership and knowledge-sharing behavior reveals the strength of this study. Of course, it is possible to discuss various study limitations. First, the study's biggest limitation is that the research universe is limited to the employees of Konya Organized Industrial Zones. With the data obtained from the sample, the study may be insufficient to dedicate the results to the general. More research is needed to understand the relationship between the concepts more clearly. Empirical studies in different sectors will illuminate the dark spots in the relationship. It will also be helpful to measure the effects of mediator or moderator in the relationship between concepts. Furthermore, it is thought that international comparative empirical studies will enrich the literature. Another study limitation is that the data was only collected via survey and subjected to quantitative analyses. Face-to-face in-depth interviews and qualitative data analysis are thought to be drilled down into details at points where quantitative data results are insufficient, and different perspectives on the relationship between paternalistic leadership and knowledge-sharing behavior will be captured for future studies between the lines.

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**Acknowledgment:** The author thanks the participants who contributed data to the study

**Peer Review:** Externally peer-reviewed.

**Financial Disclosure:** Author declared no financial support.

**Ethics Committee Approval:** This study was approved by the ethics committee of the KTO Karatay University Human Research Ethics Committee dated 6.3.2023 and numbered 55433.

**Informed Consent:** Informed consent was verbally taken.

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#### ORCID:

Hande Ulukapı Yılmaz 0000-0001-7496-7095

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### How to cite this article

Ulukapı Yılmaz, H. (2023). The effect of paternalistic leadership perception on knowledge-sharing behavior in the context of social exchange theory. *Istanbul Management Journal*, 95, 38–52. <http://doi.org/10.26650/imj.2023.95.1354280>

# Potential Employees' Impression Management Tactics and Human Resource Management Professionals' Perspectives

Yağmur Bakanoğlu<sup>1</sup> , Emel Esen<sup>2</sup> , Selin Karaca Varinlioğlu<sup>3</sup> 

<sup>1</sup>Yıldız Technical University, Faculty of Economics and Administrative Sciences, İstanbul, Türkiye

<sup>2</sup>Prof. Dr., Yıldız Technical University, Faculty of Economics and Administrative Sciences, İstanbul, Türkiye

<sup>3</sup>Res. Assist., Turkish-German University, Faculty of Economics and Administrative Sciences, İstanbul, Türkiye

## ABSTRACT

This research aims to determine the impression management tactics used by potential employees that are important to employers in the job market, particularly in their curriculum vitae (CVs) and interviews during the application process, and to identify which tactics are the most important to human resources (HR) specialists. The study has employed within its scope semi-structured interviews that allow a thorough examination of the participants' feelings, attitudes, and thoughts with 45 potential employees and eight HR professionals. The study findings reveal that potential employees mostly prefer the tactics of building a favorable image, self-promotion, and supplication, whereas they use exemplification tactics less. Similar to these results, HR professionals also highlighted the tactics of building a favorable image, self-promotion, and supplication in recruitment interviews. The study results are expected to be beneficial for creating a more positive image of potential candidates in the labor market, both during the recruitment interviews and the job application stage.

**Keywords:** impression management, self-presentation, human resources, potential employees, job application

**JEL Codes:** M1, M10, M12

## Introduction

### Background

In daily life, people are in constant communication with others in their business lives as well as in their personal lives. The impressions that people make on others during these communications play an important role in their judgments, evaluations, and decisions about themselves. In this respect, people who are closely interested in how others perceive and evaluate themselves are seen to often try and influence and manage others' impressions of themselves (Leary & Kowalski, 1990).

Sociologist Erving Goffman had pioneered studies on impression management and argued in his book *The Presentation of the Self in Everyday Life* (Goffman, 1959) that people manage the impressions they have of other people by projecting the identity they desire to achieve. Following Goffman's work, social psychologist Edward Jones (1964) also discussed what kinds of behaviors people approve of and highlighted the complementary role of impression management in interpersonal perception. Impression management is "the goal-directed activity of controlling information in order to influence the impressions formed by an audience" (Schlenker, 2003, p. 492). In the studies in the literature, some researchers consider impression management tactics more as imitation and "a form of deception," (Waung et al., 2017, p. 728) while others argue that impression management emerges naturally in line with "social expectations" (Waung et al., 2017, p. 742).

Impression management has been studied in the field of sociology and psychology for many years. It has also been examined in the organizational context since the 1980s and has begun to find a place in the field of organizational behavior (Giacalone & Rosenfeld, 1989). In the field of HR in particular, impression management behavior can emerge in recruitment interviews between candidates and employers (Ellis et al., 2002; Peck & Levashina, 2017). Job interviews are considered one of the initial points of interaction between prospective employees and companies. When considering the importance the impact of impression management tactics during the recruitment process has on employers' decisions regarding their preferences (Gioaba & Krings, 2017), candidates use a range of tactics, including nonverbal cues and verbal expressions. The aims of the research are to examine

**Corresponding Author:** Selin Karaca Varinlioğlu E-mail: selin.karaca@tau.edu.tr

Submitted: 05.11.2023 • Revision Requested: 29.11.2023 • Last Revision Received: 29.11.2023 • Accepted: 13.12.2023



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the impression management tactics potential employees use, which have a significant role in the employment market for employers, especially those used on CVs and in job interviews when applying for work, and to reveal which tactics come to the fore for HR professionals. In this regard, the study researches which impression management tactics potential employees utilize and which tactics HR professionals deem to be important.

### **Impression Management Tactics in Recruitment Processes**

In business life, candidates for a job might utilize impression management tactics, in particular to arouse recruiter interest during job interviews. Potential employees communicate both verbally and nonverbally during interviews, including by smiling, dressing appropriately, and introducing themselves (Van Iddekinge et al., 2007). Employers may prefer job candidates who apply impression management tactics during job interviews more than others (Gioaba & Krings, 2017).

Jones and Pittmann (1982) made important contributions to the literature on impression management and mentioned five basic strategies for a strategic self-presentation: self-promotion, ingratiation, intimidation, supplication, and exemplification. When looking at the classifications of impression management, two dimensions of tactics (i.e., assertive and defensive) are widely accepted in the literature (Wayne & Kacmar, 1991; Stevens & Kristof, 1995; Andrews & Kacmar, 2001). Assertive tactics involve active behaviors that aim to create greater impressions, while defensive tactics essentially try to maintain an existing impression (Andrews & Kacmar, 2001). During an interview, candidates may use defensive tactics to prevent their self-image from a real or potential threat (Van Iddekinge et al., 2007). However, studies have shown candidates to prefer assertive tactics more than defensive tactics during job interviews (Ellis et al., 2002). Regarding the assertive tactics used during interviews, candidates can focus on the recruiters conducting the interview, as well as on themselves to demonstrate that they have the skills and other positive qualities related to the position for which they are applying in order to positively affect the perceptions of the HR specialists (Van Iddekinge et al., 2007; Peck & Levashina, 2017). Stevens and Kristof's (1995) study also showed self-promoting behavior, which refers to the behaviors of introducing the qualifications, emphasizing the achievements of the potential employee, and exaggerating the abilities of the candidate, to emerge prominently during job interviews. Another impression management tactic that is used in job applications and that has a significant impact on hiring decisions is ingratiation, which is aimed at ensuring that one's performance is highly evaluated; this can be perceived as cute, sympathetic, and harmonious by others (Varma et al., 2006). A candidate uses this tactic to gain the appreciation of the HR specialist and tries to create an image in order to be able to introduce themselves as suitable candidates for the position to which they are applying (Swider et al., 2011). A potential employee can also use the exemplification tactic, which is a "strategy for self-presentation that involves inducing other people to regard one as a highly moral, virtuous person whose actions are consistent with positive, shared values," and the supplication tactic, which follows a different path from others in terms of showing one's weaknesses and devotions (Jones & Pittman, 1982, pp. 246-247). The purpose of all these impression management tactics candidates use is to impress potential employers. Chen et al.'s (2010) study showed the verbal and nonverbal impression management tactics candidates who focus on themselves and others use in job interviews are positively related to the evaluations of the interviewers. The results from Roulin et al.'s (2014) study also provide evidence that potential employees' perceptions on self-promotion and perceived candidate transparency are positively associated with interview evaluations. The results of Wilhelmy et al.'s (2021) study also revealed the importance of candidates' impression management tactics being consistent with the interviewer's expectations in a job interview.

These studies in the literature point out the importance of impression management for both employers and potential employees. In line with these studies, the following research questions have been put forward in order to contribute to the literature:

RQ1. Which impression management tactics do potential candidates reveal during interviews?

RQ2. What are the impression management tactics that come to the fore during interviews according to HR professionals?

Knouse et al. (1988) drew attention to impression management tactics in CVs and cover letters, which are where an employer gets the first information about a potential candidate. Waung et al. (2017) studied the impression management tactics of potential candidates in their CVs and cover letters to develop a taxonomy. To contribute to the limited research in the literature on impression management tactics in CVs, the following research questions have been developed:

RQ3. What impression management tactics do potential candidates use on their CVs?

RQ4. What are the characteristics of the ideal CV according to HR professionals in the context of impression management?

### **Research Methodology**

#### **Research Design and Context**

The research method was determined as qualitative research, which allows one to examine the emotions, thoughts, and attitudes of the participants in depth. Semi-structured interviews were conducted within the scope of the study to give participants the

opportunity to answer a variety of questions and provide in-depth information about the study's topic (Hammarberg et al., 2016). The interview questions were prepared based on Jones and Pittman's (1982) five strategies for impression management, as well as assertive and defensive tactics that are commonly accepted in the literature (Wayne & Kacmar, 1991; Stevens & Kristof, 1995; Andrews & Kacmar, 2001). The questions were formulated with the support of the literature on potential employees and the assistance of a research consultant in accordance with the study's purpose. The Yıldız Technical University Social and Human Sciences Research Ethics Committee granted approval for the data-gathering techniques and methodologies to be employed in the current study.

### Data Collection Procedure

Due to applications with a CV being the initial step in the hiring process, CVs of the potential employees (i.e., 3<sup>rd</sup>- and 4<sup>th</sup>-year university students) were requested first and then emailed to the research consultant. With the help of the research consultant, an ideal CV was created based on the sources in the literature, and the CVs collected from potential employees were examined and analyzed based on the created ideal CV data. The second stage conducted semi-structured interviews with the potential employees who'd submitted their CVs in order to determine the tactics they use in their job interview experiences. As part of the research, semi-structured interviews were also conducted with HR professionals, who were asked questions about which of a potential employee's impression management tactics they attach importance to while recruiting. The participants were asked additional questions as needed due to the nature of the semi-structured interviews.

### Implementation

All participants were informed about the study's aim and that their data would stay private prior to the interviews. Therefore, their names and last names are expressed here using initials. All interviews were audio recorded with the participants' approval. During the interviews, the participants were primarily asked demographic questions and then semi-structured questions in accordance with the research purpose. The semi-structured interviews were conducted with 45 potential employees between December 1-28, 2021 and with eight HR professionals between March 25-April 6, 2022. 78% of the potential employee interviews were conducted in the faculty meeting room, and 22% were conducted remotely by telephone. The HR professionals were all interviewed remotely.

### Sample

The sample of potential employees consists of public university 3<sup>rd</sup>- and 4<sup>th</sup>-year students in Istanbul, Turkey. In order to participate in the study, the potential employees must have a CV and have previously participated in a recruitment interview. The snowball sampling method was used to ensure that the number of potential employee participants being interviewed reached sufficient saturation, with students studying in other faculties of the university who met the criteria also being reached (Table 1).

**Table 1.** Department and School Year of the Potential Employees

Department of Potential Employees	Number of Potential Employees	Percentage (%)
Business Administration	20	45
Economics	12	27
Political Science and International Relations	3	7
Industrial Engineering	3	7
Environmental Engineering	2	4
Communication Design	1	2
Food Engineering	1	2
Chemical Engineering	1	2
Environmental Engineering	1	2
Mathematical Engineering	1	2
Grade Level of Potential Employees	Number of Potential Employees	Percentage (%)
3. rade	10	22
4. rade	35	78

The sample of HR professionals consists of HR specialists working in various sectors with various levels of experience. In order to participate in the study, the HR specialists must have conducted recruitment interviews with candidates. HR professionals who meet this criterion were first reached through the contacts of the research consultant, and the snowball sampling method was used to ensure that the number of interviewed participants reached sufficient saturation (Table 2).

**Table 2.** Positions and Industries of the HR Professionals

Codes for HR Professionals	Positions of HR Professionals	Industries of HR Professionals
N. .	uman Resources Specialist	Soft are
B.F.E.	Senior E ecutive Assistant	Private E uity Investment
E. .	uman Resources Specialist	Soft are
B. .	uman Resources Specialist	Technology
.F.S.	rganizational Development Specialist	Investment
D.S.	uman Resources Director	Private E uity Investment
N. .	uman Resources Specialist	Maritime
.D.	Recruitment Specialist	Food

**Data Analysis**

The study employs qualitative data analysis approaches to determine the answers to the research questions. Qualitative research involves the systematic collection, organization, identification, and interpretation of textual and oral data (Hammarberg et al., 2016). During the interviews, audio recordings were taken with the permission of the 45 potential employees and eight HR professionals. The audio recordings were meticulously deciphered, and the transcriptions were checked by the research consultant. Certain categories were created from the deciphered voice recordings and interview questions. Information irrelevant to the subject was extracted. In order to determine the impression management tactics potential employees use and the impression management tactics HR professionals consider important, the interviews with the participants were transcribed and analyzed with the help of manual coding and prepared for the report. For another part of the study, an ideal CV was prepared in the presence of a research consultant according to the literature review, and various categories were created for the potential employee CV analysis. The CV data of potential employees were analyzed in accordance with the determined categories. The study now goes on to include the research findings.

**Findings**

**Demographic Characteristics**

*Potential Employees*

When looking at the demographic variables, the majority of participants are seen to be women. When conducting the research, the minimum monthly wage in Turkey was \$150.95 USD. Table 3 provides information on employment status, place of birth, education, and income level.

**Table 3.** Demographic Information of Potential Employees

Gender					
Gender		Number of Potential Employees	Percentage (%)		
Female		39	87		
Male		6	13		
Employment Status					
Employment Status		Number of Potential Employees	Percentage (%)		
nemployed		17	38		
Intern		17	38		
Part-Time Employee		9	20		
Full-Time Employee		2	4		
Monthly Family Income Amount (TL)					
Amount of Income		Number of Potential Employees	Percentage (%)		
Less Than 160,27		4	9		
160,27 - 267,13		16	36		
267,13 - 534,26		20	44		
More Than 534,26		5	11		
Parental Education Level (Mother)			Parental Education Level (Father)		
Education Level	Number of Potential Employees	Percentage (%)	Education Level	Number of Potential Employees	Percentage (%)
Illiterate	1	2	Illiterate	0	0
Primary school	14	31	Primary school	7	16
Secondary school	7	16	Secondary school	13	29
High School	16	36	High School	13	29
Associate degree	2	4	Associate degree	2	4
Degree	5	11	Degree	10	22

### *HR Professionals*

When looking at the demographic variables of HR professionals, the vast majority of professionals are seen to be in the 25-30 age range, with half of the HR professionals having worked in their current institution for less than 1 year. Table 4 contains detailed data on the demographic traits of the HR specialists.

**Table 4.** *Demographic Information of the HR Professionals*

<b>Gender of HR Professionals</b>		<b>Number of HR Professionals</b>	
Female		5	
Male		3	
<b>Age Range of HR Professionals</b>		<b>Number of HR Professionals</b>	
25-30		7	
31-40		0	
41-50		0	
51		1	
<b>Education Level of HR Professionals</b>		<b>Number of HR Professionals</b>	
Degree		4	
Postgraduate		4	
<b>Professional Experience of HR Professionals</b>		<b>Experience in the Institution of HR Professionals</b>	
<b>Age Range</b>	<b>Number of HR Professionals</b>	<b>Age Range</b>	<b>Number of HR Professionals</b>
less than 1 year	0	less than 1 year	4
1-5 years	3	1-5 years	4
6-10 years	4	6-10 years	0
11-15 years	0	11-15 years	0
16-20 years	0	16-20 years	0
More Than 21 years	1	More Than 21 years	0

### **Findings on HR Specialists' and Potential Employees' Ideal CV Format**

This part of the study presents the findings after the analysis of the semi-structured interviews with the HR professionals, expectations regarding the ideal CV format, and the data for potential candidates from the reviewed CVs regarding this format.

#### *Photograph*

An ideal CV features a recent professional photo of the potential employee. Favorable conditions are stated as formal attire, smiling, starting at the shoulder level and above, a simple background, a bright atmosphere, and great photo quality. The analysis showed that 76% of applicants had included a suitable photo with their CV.

#### *Personal Information and Contact Information*

In an ideal CV, potential employees should include personal and up-to-date contact information that includes their first name, last name, phone number, email address, and home address (Risavy, 2017), as well as LinkedIn URL, driver's license information, and date of birth so the HR specialist can get to know them and contact them if they meet the requirements. The applicant's name, surname, phone number, home or dormitory address, and email address should be in bold print and current. The email address should include the candidate's first and last name and be professional. If the applicant has a driver's license, providing this information on the CV is important. On the other hand, if the applicant does not have a driver's license, not including this information is better. Examining the candidates' collected CVs reveals that each candidate's CV has their first name, surname, and email address. The majority of applicants included their residential addresses and telephone numbers on their CVs. However, only 42% of candidates included their LinkedIn URL, and only 20% included their driver's license information. In addition to these findings, the potential employees' CVs were observed to contain excessive personal and unnecessary information that should not be included on a CV, such as blood type, smoking status, countries visited, and not having a driver's license.

### ***Purpose / Objective***

Stating an objective is optional on a CV. This section can be provided if the candidate has little or no work experience to put on their CV, so sharing their professional ambitions makes the candidate seem qualified. This section should have multiple words and be arranged with respect to the position being applied for. The findings revealed 29% of the potential employees to have added a purpose statement to their CV.

### ***Work Experience***

In addition to institutions' names, positions held, and dates of employment, the work experience section should also list the candidate's responsibilities and accomplishments for each position. Internship experiences should also take place under this heading, and all professional experiences should be listed in reverse chronological order. Supporting the potential employee's duties and responsibilities with numbers and accomplishments and incorporating these onto the CV play a crucial part in capturing the attention of a possible employer. As a result of the analysis, all potential employees were seen to have included the names of the companies where they had gained work experience and their positions there on their CVs. However, only 58% of potential employees mentioned their responsibilities and achievements on their CVs.

### ***Education***

The ideal CV should include information about high school and university; however, including details about previous education is not required. Based on the current study, all of the potential employees were determined to have included university information on their CVs, while only 4% had included information on their primary and secondary schooling. In addition, 47% of potential employees were seen to have included their university graduation date and grade point averages in their CVs. However, any potential employees who have studied or are currently studying at other departments or universities through alternative programs in addition to their current university degree should also share details about these studies. Although the study has revealed few findings, the potential candidates with different educational backgrounds notably included this information on their CVs.

### ***Projects***

Potential candidates who've been involved in projects should include the project names, their position within the project, project completion date, and their duties and responsibilities on their CVs. The findings show that 47% of the potential employees had taken part in a project and added this information to their CVs.

### ***Volunteer Work***

Potential employees who've participated in volunteer work, been a member of a non-governmental organizations, or carried out volunteer projects should add this information to their CV. The results reveal that 49% of potential employees had done volunteer work and included this information on their CVs.

### ***Certification***

Potential employees who've attended training, events, or courses and earned a certificate should provide this information on their CV, as this is important. This section should include the certificate name, the name of the institution where the certificate was obtained, and the date of the certificate. According to the results of the current study, 64% of the potential employees were seen to have earned certificates through various studies and to have added this information to their CVs.

### ***Competencies***

Potential employees are expected to mention their specific abilities, job-related competencies, and foreign language proficiencies on their CV. While 91% of the potential employees in the sample were seen to include foreign language knowledge and different competencies on their CVs, only 11% were revealed to have also shown their native language to be Turkish with regard to language proficiency.

### ***Awards and Achievements***

Potential employees should also indicate the awards and significant accomplishments they've obtained on their CV. This section should contain the institution from which the award was received, the subject or achievement for which an award was given, the degree that was obtained, and the date on which the award was won. The results indicate that only 16% of the potential employees had won awards or achieved success and added their information to their CVs.



### ***Hobbies / Interests***

Candidates can include hobbies and interests on their CV if they prefer. If potential employees have difficulty filling their CVs with content, they can provide information about their hobbies and interests on their CV and give HR professionals insight into their personality. Of the potential employees in the sample, 44% were seen to have included their interests or hobbies on their CVs.

### ***References***

Because HR specialists verify the reference information upon completing the application, reference information does not need to be provided directly in the application alongside the CV, which is the first step. In order to express the existence of reference information, the phrase "Reference information will be shared upon request" should be added to the CV. The reference list should comprise an average of three to five references that include the references' first and last names, phone numbers, e-mail addresses, and job titles, as well as the names and addresses of the companies where they work. When evaluating the obtained CVs, 82% of the candidates' CVs were discovered to not contain references.

### ***Template***

The format of a CV is a further consideration. While preparing a CV, attention should be paid to spelling rules, and official fonts such as Times New Roman, Arial, and Calibri should be used, with the letter size falling between 10-12 points. Bold or italic font type should be preferred for emphasizing the name of an organization or position. A CV must be converted to PDF format in order to be viewed as desired. Meanwhile, a CV should be between one and two pages long, brief summaries should be favored over lengthy paragraphs in explanatory articles, consideration should be given to time periods, and passive structures should be used. CVs should be produced in both Turkish and English and submitted in accordance with the company's desires. A CV should be written in the same sequence as the titles mentioned in the current research. The findings show that 80% of the potential employees in the sample had created their CVs in PDF format, 58% had provided a CV in Turkish, and only 9% had prepared a CV with more than two pages.

### **HR Professionals' Ideal CV Findings Regarding Potential Employees**

The outcomes from the interviews with the HR professionals shed light on what an ideal CV should contain. According to HR specialists, the professionals were unable to reach a consensus regarding the ranking of education, work, and internship experiences when assessing the potential employees' CV data. The first group of HR professionals argued that educational information should be included first, while others suggested that work and internship experiences should be. The ideal CV should start with personal information and contact information that provides first and last names, telephone numbers, e-mail addresses, and home addresses, including province and district. This ideal CV should then continue with information regarding education, employment, or internships, followed by certificate information, foreign language knowledge, computer program knowledge, projects, awards, and hobbies/interests.

Within the scope of education information, candidates are expected to include information about high school, university start and end dates, and grade point average if they are successful. Furthermore, candidates who've participated in a student exchange program such as Erasmus should also describe this experience. The section describing work and internship experiences should list the dates of internships and employment, the names of the companies, and the positions held, as well as duties and responsibilities.

Furthermore, the HR professionals noted that the ideal CV should be clear and precise, simple, abbreviation-free, and limited to one page. The findings also show that professionals mostly pay attention to whether education information, internship experience, and contact information have been included, as well as certificate and foreign language knowledge, projects, the accuracy of the written information, and whether Turkish has been used correctly. Moreover, the HR professionals stated that personal information, work and internship experience, education information, and contact information are indispensable regarding potential employees' CVs.

### **Findings on the Impression Management Tactics Potential Employees Use in Recruitment Interviews**

The results from the semi-structured interviews with the potential employees in the sample reveal the findings about the impression management tactics candidates performed during the job interviews. During the interviews, the conversations were recorded and then transcribed for analysis. The written texts were subsequently reviewed based on the assigned codes for each displayed impression management tactic. Afterwards, the percentage of potential employees in the sample who'd employed an impression management tactic was determined for each tactic.

### **Findings on the Tactic of Ingratiation**

During the recruitment interview, 83% of potential employees used the ingratiation tactic, which is one of the impression management tactics. Of those who used the tactic of ingratiation,

- 91% of the potential employees tried to be affectionate, sympathetic, and friendly during the interview.
- 93% of the potential employees did not compliment the recruiter in order to make them believe they are a good person. The potential employees believed that this behavior is unnecessary and that they can demonstrate their moral character not by praising the recruiter but by describing their volunteer work.
- 82% of the potential employees praised the company. While the vast majority of potential employees praised the company, they stated that their main purpose was to let the recruiter know that they had researched the company before coming to the recruitment interview.
- All the potential employees generally agreed with the recruiter's thoughts throughout the interview. The vast majority of the potential employees expressed themselves when the recruiter's thoughts coincided with their own thoughts and facts and did not hesitate to express their own thoughts.

### **Findings on the Tactic of Self-Promotion**

During the recruitment interview, 86% of the potential employees used the self-promotion tactic, which is one of the impression management tactics. Of those who used the tactic of self-promotion,

- In the recruitment interview, 91% of the potential employees described their previous work, internship, group, and/or social responsibility projects, as well as their successes while taking part in them.
- 85% of the potential employees talked about their educational life during the interview.
- 82% of the potential employees mentioned their talents, knowledge, and skills during the interview.

### **Findings on the Tactic of Exemplification**

During the recruitment interview, 35% of the potential employees used the exemplification tactic, which is another impression management tactic. Within the scope of this tactic, potential employees used truly few behaviors for creating the impression of being altruistic and exemplary individuals in the eyes of the recruiting interviewer. Stating phrases such as "I do not take leave other than annual leave," "I help my colleagues," "I can take work home if necessary" "I can stay late if necessary," and "I can come to work on the weekend if necessary" during the interview represents exemplary behaviors within the scope of exemplification. Of those who used the tactic of exemplification,

- 86% of the potential employees did not say, "I do not take leave other than annual leave" during the interview.
- 58% of the potential employees said "I help my colleagues" during the interview.
- 69% of the potential employees did not say "I can take work home if necessary" during the interview.
- 58% of the potential employees did not say "I can stay overtime if necessary" during the interview.
- 72% of the potential employees did not say "I can come to work on the weekend if necessary" during the interview.

### **Findings on the Tactic of Supplication**

During the recruitment interview, 88% of the potential employees used the supplication tactic, another one of the impression management tactics. Of those who used the tactic of supplication,

- 93% of the potential employees stated wanting to benefit from the experience of employees who had already started working for the company.
- 82% of the potential employees said they really needed the job during the recruitment interview.

### **Findings on the Tactic of Favorable Image**

During the recruitment interview, 99% of the potential employees used the tactic of building a favorable image, another impression management tactic. Of those who used the tactic of building a favorable image,

- All potential employees took care to wear acceptable attire during their recruitment interviews. When attending a job interview, the potential employees tended to be more trendy, well-groomed, and attentive to their attire.
- 98% of the potential employees paid attention to making eye contact and appropriate gestures throughout the interview.

### ***Findings on the Impression Management Tactics HR Professionals Prefer Potential Employees Use in Recruitment Interviews***

The following section reveals the results on the findings from the semi-structured interviews with the HR specialists in the sample regarding the impression management tactics they prefer candidates perform during a job interview.

#### ***Findings on the Tactic of Ingratiation***

Of the HR professionals, 66% stated that potential employees should use the ingratiation tactic during a recruitment interview. Within the scope of ingratiation:

- The vast majority of HR professionals stated that potential employees' attitudes should be balanced throughout the recruitment interview.
- All HR professionals stated that potential employees need to research the company before coming to the recruitment interview.
- All HR professionals stated that having potential employees agree with the professional's own thoughts and show them approval does not make them sympathize with the potential employee.
- The HR professionals indicated that they expect potential employees to be enthusiastic, interested, passionate, curious, and willing to learn throughout an interview.

#### ***Findings on the Tactic of Self-Promotion***

Of the HR professionals, 95% stated that potential employees should use the self-promotion tactic. Within the scope of self-promotion:

- The vast majority of HR professionals stated that potential employees should introduce their qualifications and describe their previous jobs, internships, clubs, and social responsibility projects, as well as their successes while taking part in them.
- All HR professionals think that potential employees should mention the university and department they've studied when introducing their qualifications, even though they are already included on the CV.
- All HR professionals expect potential employees to describe their talents, knowledge, and skills that are both employable and oriented toward social life.
- When HR professionals ask potential employees to introduce the potential employee's own qualities, the professional expects the potential hire to talk about themselves, the qualities associated with the position, what they have achieved in their previous internships, their contributions to previous projects, their hobbies and talents, volunteer projects, personal characteristics, strengths, technical knowledge, and any extra training they've received towards their goal while studying.

#### ***Findings on the Tactic of Exemplification***

The following shows 23% of HR professionals to view the usage of exemplification tactics positively. Within the scope of exemplification:

- All HR professionals stated having a potential employee say "I do not take leave other than annual leave" during an interview does not make them perceive the potential employee as altruistic or exemplary.
- The vast majority of HR professionals stated that having potential employees use the phrases "I can take work home if necessary," "I can stay overtime if necessary," and "I can come to work on the weekend if necessary" during an interview does not make them perceive the potential employee as devoted or exemplary.
- The vast majority of HR professionals stated that having a potential employee use the phrase "I help my colleagues" during an interview will make them perceive the potential employee as altruistic and exemplary.
- Of the above statements, the HR professionals only see the phrase "I help my colleagues" as a necessary quality of a devoted and exemplary employee.

#### ***Findings on the Tactic of Supplication***

Of the HR professionals, 54% stated that potential employees should use the supplication tactic during a recruitment interview. Within the scope of supplication:

- Almost all of the HR professionals see no harm in stating that potential employees want to benefit from the experiences of the employees working within the company or requesting mentorship from them should they start work in that company.
- The majority of HR professionals stated not being bothered when potential employees state really needing the job they are interviewing for in order to be successful in their career, improve themselves, or gain work or internship experience; however, these statements do not help a potential employee get a job/internship.

### ***Findings on the Tactic of Building a Favorable Image***

Of the HR professionals, 91% stated that potential employees should use the tactic of building a favorable image during a recruitment interview. Within the scope of building a favorable image tactic:

- All the HR professionals stated that their first impressions will be positively affected by a potential employee being stylish, well-groomed, and carefully dressed when coming to the recruitment interview.
- More than half of the HR professionals recommended that potential employees dress in accordance with the corporate culture when coming to the interview.
- Almost all the HR professionals stated that the correct use of body language (i.e., making eye contact, using gestures), as well as using the correct tone of voice, has a positive effect on their recruitment decision.

### **Conclusion and Discussion**

This study has analyzed potential employees' impression management tactics regarding their applications and recruitment interviews. The research constructed an ideal CV based on sources in the relevant literature and then assessed the CV data of the potential employees to find their strengths and weaknesses. The study also includes the advice from HR specialists regarding potential hires' CVs. The research has examined how potential employees use the tactics of ingratiation, self-promotion, exemplification, supplication, and building a favorable image during recruitment, as well as HR professionals' expectations.

A photograph of a potential employee can serve as a powerful tool for managing visual impressions in the context of self-presentation (Siibak, 2009). As per the HR professionals, an official headshot of an applicant with a smile is considered the optimal visual representation for a CV. The optimal CV should also include work experience after personal information. In an ideal CV, having a potential employee share their high school and university knowledge is sufficient for the field of education. The HR professionals recommend that candidates should include basic information (i.e., company, position, start and leave dates) on their CV, as well as the duties and responsibilities related to their work experience. Boudt and Thewissen's (2019) study also emphasized the importance of the order in which words are placed with regard to impression management and drew attention to the role of presenting information in an order that creates a positive perception. Moreover, potential employees should be able to introduce themselves on their CVs briefly and clearly without giving unnecessary details. The HR professionals also agreed that further personal information besides first and last name, phone number, email address, home address (county/province), LinkedIn URL, driver's license information, and date of birth is unnecessary. Readability and comprehensibility of documents play important roles with regard to written impression management (Ozsozgun Caliskan & Esen, 2018). Accordingly, the HR professionals expect to see only clear, understandable, and necessary information on CVs. In this context, the determination has been made that potential employees should add their competencies, foreign language knowledge, computer knowledge, certificates, awards, volunteer work, and hobbies/interests to their CV. The fact that HR professionals want to see potential employees' skills, achievements, and awards reveals the importance of using self-promotion tactics on a CV. Volunteer work is highly valued by HR experts and signifies the tactic of exemplification, while hobbies indicate the strategy of ingratiation. Therefore, the study's findings overall highlight the significance of having potential candidates employ assertive tactics on their CVs.

This study has discussed and analyzed in detail under separate headings the impression management tactics potential employees use in recruitment interviews and the impression management tactics HR professionals want from potential employees. The research findings indicate potential employees to prefer assertive tactics during interviews that involve actively demonstrating behaviors that attempt to create a specific impression (Andrews & Kacmar, 2001). In line with previous research (Ellis et al., 2002; Van Iddekinge et al., 2007; Peck & Levashina, 2017), the present study found that potential employees attempt to enhance HR professionals' perceptions by highlighting their skills and positive abilities. The potential employees extensively used the impression management tactic of ingratiation. By using this ingratiation tactic, potential employees can be considered charming, empathetic, and agreeable (Varma et al., 2006) by interviewers. In this context, the potential employees were friendly and approachable to the expert conducting the recruitment interviews. The potential employees praised the company in order to convey to the HR professional that they have researched the company they've applied to. HR professionals recommend that potential employees strike a balance between sincerity and formality and stated that having potential employees research the company and be able to convey as much will make them stand out among other candidates; however, potential employees do not need to praise the company.

The potential employees used self-promotion, another impression management approach. HR professionals advised that candidates use this method more. As Roulin et al. (2014) stated in their study, the use of self-promotion tactics can enhance the interview evaluations a potential employer conducts. By applying the tactic of self-promotion, potential employees can effectively show their skills by highlighting their accomplishments (Stevens & Kristof, 1995). Some candidates described their former employment, internships, clubs, social responsibility initiatives, and triumphs in detail, while others described their experiences without going

into detail. As in Ellis et al.'s (2002) study, self-promotion is a preferred impression management tactic for potential employees. The HR specialists advised that candidates describe their employability and social skills, of which the majority did practice.

The potential employees used the impression management tactic of exemplification less frequently. Long (2016) focused his research on the subject of employees using exemplification behaviors to affect the reactions of potential audiences. However, just over half of the potential employees used the phrase "I help my colleagues" during the recruitment interviews. The HR professionals were determined to not recommend potential employees use any other expressions apart from something akin to "I help my colleagues," and the majority of potential employees did the right thing.

Despite the divergence from other approaches in terms of showing weakness and flattery (Jones & Pittman, 1982), the potential employees used the tactic of supplication extensively. Almost all the potential employees stated wanting to benefit from the experiences of the employees currently working in the company during the recruitment interview and requested coaching from them. The use of these expressions by potential employees was determined to create a positive impression on the HR professionals.

The potential employees frequently adopted the tactic of building a positive image. All the potential employees stated that they took care to dress stylishly, be well-groomed, and be attentive while going to the interview because they consider first impressions to be important. Creating a positive image might be important during interviews as a nonverbal way of making an impression (Van Iddekinge et al., 2007). The HR professionals stated thinking the same as potential employees in this regard and having potential employees come to the interview clean, well-groomed, orderly, and attentive positively affecting the professionals' first impressions.

As a result, this research has revealed findings about what should be included on an ideal CV and potential candidates' impression management tactics and interpreted these by comparing them with HR professionals' expectations both regarding job interviews and what should be on a CV. As Wilhelmy et al. (2021) stated, consistency between HR professionals' expectations and what potential employees use as far as impression management tactics is important for job interviews. Therefore, the results of the research are expected to provide useful information to the labor market and shed light on future studies.

### Limitations and Assumptions of the Research

In terms of potential employees, the research is limited to the CVs and recruitment interview experiences of 3<sup>rd</sup>- and 4<sup>th</sup>-year university students within the scope of job applications. The research is also limited to the experiences and experience levels of the HR professionals who've worked in various sectors and who've conducted recruitment interviews with potential employees. In addition, the competence of the research interviewer, as well as the answers the participants gave to the questions and the time allocated to the interviews, were also limited.

The CV information about the potential employees who participated in the research is assumed to be truthful. In order to ensure this, the potential employees were informed that all personal information on their CVs would be kept confidential. The potential employees and HR professionals who participated in the research are also assumed to have answered the questions sincerely and honestly.

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**Acknowledgments:** This project is supported by the Scientific and Technological Research Council of Turkey (TUBITAK) within the scope of University Students Research Projects Support Program No. 2209-A.

**Ethics Committee Approval:** This study was approved by The Yıldız Technical University Social and Human Sciences Research Ethics Committee (2021.11)

**Peer Review:** Externally peer-reviewed.

**Author Contributions:** Conception/Design of Study- E.E., Y.B., S.K.V.; Data Acquisition- Y.B.; Data .Analysis/Interpretation- E.E., Y.B.; Drafting Manuscript- Y.B., S.K.V.; Critical Revision of Manuscript- E.E.; Final Approval and Accountability- E.E., Y.B., S.K.V.

**Conflict of Interest:** Authors declared no conflict of interest.

**Financial Disclosure:** This project is supported by the Scientific and Technological Research Council of Turkey (TUBITAK) within the scope of University Students Research Projects Support Program No. 2209-A.

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### ORCID:

Yağmur Bakanoğlu	0009-0001-7786-2309
Emel Esen	0000-0001-5753-3252
Selin Karaca Varinlioğlu	0000-0003-1802-5452

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## How to cite this article

Bakanoglu, Y., Esen, E., Karaca Varinlioglu, S. (2023). Potential employees' impression management tactics and human resource management professionals' perspectives. *Istanbul Management Journal*, 95, 53–64. <http://doi.org/10.26650/imj.2023.95.1386466>

## A Study to Determine The Antecedents of The Prosocial Rule Breaking Behaviour: A Qualitative Practice for Hotel Businesses

Merve Gözde Durmaz, Gülten Gümüştekin

**DOI:** [10.26650/imj.2023.94.005](https://doi.org/10.26650/imj.2023.94.005)

**Erratum:** It was noticed after publication of the article titled “A Study to Determine The Antecedents of The Prosocial Rule Breaking Behaviour: A Qualitative Practice for Hotel Businesses” in the 2023/94 issue of the Istanbul Management Journal that the note regarding the thesis work of the authors was not included in the article. The relevant note is shared below:

\* This study was carried out by Merve Gözde Durmaz, under the supervision of Prof. Dr.Gülten Gümüştekin, in 2022, at Çanakkale Onsekiz Mart University, Faculty of Political Sciences, Department of Business Administration, International Business Administration Program, titled "A Study to Determine The Antecedents of The Prosocial Rule Breaking Behavior: An Application for Hotel Businesses" derived from the doctoral thesis.

## A Qualitative Research on the Determination of Toxic Personality Traits

Benan Arda, Pelin Kanten

DOI: [10.26650/imj.2023.94.003](https://doi.org/10.26650/imj.2023.94.003)

**Erratum:** It was noticed after publication of the article titled “A Qualitative Research on the Determination of Toxic Personality Traits” in the 2023/94 issue of the Istanbul Management Journal that the note regarding the doctoral dissertation of the authors was not included in the article. The relevant note is shared below:

\* This study is derived from the author’s doctoral dissertation titled The Effect of Toxic Personality Traits on Sabotage and Revenge Behaviors and Role of The Abusive Management Style.



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

##### *d) Turkish Book with Multiple Authors*

Tonta, Y., Bitirim, Y., & Sever, H. (2002). *Türkçe arama motorlarında performans değerlendirme* [Performance

evaluation in Turkish search engines]. Ankara, Turkey: Total Bilişim.

**e) Book in English**

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

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

**g) Chapter in an Edited Book in Turkish**

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

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

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**b) English Article**

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

**c) Journal Article with DOI and More Than Seven Authors**

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

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

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Turner, S. J. (2010). Website statistics 2.0: Using Google Analytics to measure library website effectiveness. *Technical Services Quarterly*, 27, 261–278. <http://dx.doi.org/10.1080/0731713.1003765910>

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

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

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



**d) Dissertation/Thesis abstracted in Dissertations Abstracts International**

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

**e) Symposium Contribution**

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

**f) Conference Paper Abstract Retrieved Online**

Liu, S. (2005, May). *Defending against business crises with the help of intelligent agent based early warning solutions*. Paper presented at the Seventh International Conference on Enterprise Information Systems, Miami, FL. Abstract retrieved from [http://www.iceis.org/iceis2005/abstracts\\_2005.html](http://www.iceis.org/iceis2005/abstracts_2005.html)

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

**h) Proceeding in Book Form**

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

**i) Paper Presentation**

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

**Other Sources****a) Newspaper Article**

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

**b) Newspaper Article with no Author**

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

**c) Web Page/Blog Post**

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

**d) Online Encyclopedia/Dictionary**

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

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

**e) Podcast**

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