

KADIR HAS UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES



**A STUDY ON THE POLITICAL TACTICS
USED IN BUSINESS ENVIRONMENTS BY THE EMPLOYEES
WORKING IN PRIVATE BANKS AND PUBLIC BANKS
GRADUATE THESIS**

SEDA YUMUŞ

JANUARY, 2017



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**A STUDY ON THE POLITICAL TACTICS
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“I, SEDA YUMUŞ, confirm that the work presented in this thesis is my own. Where information has been derived from other sources, I confirm that this has been indicated in the thesis.”



SEDA YUMUŞ

ÖZET

ÖZEL BANKALAR VE KAMU BANKALARINDA ÇALIŞANLARIN İŞ ORTAMLARINDA KULLANDIKLARI POLİTİK TAKTİKLERİN İNCELENMESİ

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İŞLETME, Yüksek Lisans

Danışman: Yar. Doç. Dr. Elif Akben Selçuk

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Örgütlerde Politik Taktiklerin Kullanımı, farklı alanlarda pek çok araştırmanın konusu olmuş ve örgütsel yapılar ile bu yapılardaki insan davranışları hakkında pek çok bilgi edinilmiştir. Alan yazına bakıldığında Örgütlerde Politik Taktiklerin Kullanımı konusunun büyük kurumsal ve örgütsel yapılar olan bankacılık sektörü hakkında çalışılmadığı görülmüş ve bu durum araştırmamızda özel bankalar ve kamu bankalarında Politik Taktiklerin Kullanımına İlişkin Çalışanların Gözlem ve Beklentileri konusunun incelenmesine zemin hazırlamıştır.

Yapılan ölçek uygulamaları sonucunda özel bankalarda ve kamu bankalarında çalışanların örgütlerde politik taktiklerin kullanımına ilişkin yaklaşımını ortaya koyan veriler elde edilmiş bu veriler politik taktik kullanım gözlem ve beklentilerinin ölçülmesi yöntemiyle incelenmiş ve ortaya iş ortamlarında politik taktiklerin kullanımına ilişkin çalışanların değişen oranlarda tespit edilen gözlem ve beklentilerinin bulunduğu sonucu çıkmıştır. Bu çalışma sayesinde özel bankalarda ve kamu bankalarında çalışanların politik taktikleri kullanma sebepleri, oranları ve sonuçlarına göre örgütsel yapı örneği olan bankacılık sektöründe çeşitli düzenlemeler yapılabilir.

Anahtar Kelimeler: Güç, Otorite, Politika, Organizasyonel Politika, Politik Stratejiler, Politik Taktikler

ABSTRACT
A STUDY ON THE POLITICAL TACTICS
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The Use of Political Tactics in Organizations has been the subject of many researches in different fields and a lot of information has been obtained about organizational structures and human behaviors in these structures. In academic literature, it has been seen that The Use of Political Tactics in Organizations has not been studied regarding the banking sector, which is a large institutional and organizational structure, and this research has provided a basis for examining the observations and expectations of employees of private and public banks about the Use of Political Tactics.

As a result of the scale applications, data showing the attitudes of the employees in private and the public banks regarding the use of political tactics in the organizations were obtained and these data were examined by measuring the observations and expectations about the use of political tactics, thus leading to the conclusion that the observations and expectations of employees of both public and private banks do differ. Through this work, various arrangements can be made in the banking sector, which is an example of organizational structure, based on reasons, ratios and consequences of using political tactics among private and public bank employees.

Key Words: Power, Authority, Policy, Organizational Politics, Political Strategies, Political Tactics

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CHAPTER 1

INTRODUCTION

In organizational structures; many people come together and share tasks and responsibilities in order to achieve a common goal. All organizational structures are self-functioning. In order for organizational purposes to be realized, existing materials and human resources need to be mobilized and directed towards the goal to be achieved. Therefore, organizational structures are only valued by management, and management systems are established in organizations in order to establish order in organizations and to ensure the continuity of organizational structure. The element that forms the basis of these systems is power (Koçel 1999). Power "is the way in which individuals demonstrate their resilience to others in their social relations." (Weber 1947,152). The use of force in management systems has the implication of influencing people and convincing them to do the prescribed actions.

In organizations, people with the highest level of power are mostly leaders or managers. These people have a designated authority in legal or illegal forms, in order to meet the wishes and needs of the organization, to fulfill the purpose of the organization and to provide order. For the members of the organization; being close to those who have the power to use force, namely the authority, may provide some privileges in terms of access to the power. For this reason, it is possible for the members of the organization, besides the managers or leaders, to persuade each other to take action or make decisions. Hence, in an organization, authority is in the hands

of designated people, but everyone in the organization can possess and use power at some point. (Hoy and Miskel 2010)

Individuals or institutions find themselves in a range of thoughts and behaviors while using them for the purpose they want to achieve. This is where the different definitions for the concept of politics intersect with the meaning of the concept of organization. For this reason, people in organizational structures use specific strategies and political tactics to achieve their goals and achievement in line with the policies they carry out. (Bolman ve Deal, 2003)

There are many studies in academic literature about "the use of political tactics in organizations" and some political tactics can be gathered under similar headings which are used in organizational structures. Within the scope of this thesis, 7 political tactics created by Vecchio (1988), based on Hoy and Miskel on *Education Administration: Theory, Research and Practice* (2010) are taken as basis. These tactics were examined under the following headings: Ingratiating, Networking, Information Management, Impression Management, Coalition Building, Scapegoating and Increasing Indispensability. Ingratiating is an effort to ensure that a person makes good on others to create a positive impression of him / herself, helps them in his work, and on this occasion making them feel in debt to him / her in order to ensure they'll pay back in favors if needed. Networking means a person to communicate closely with people who have access to information in order to access important information and use it for profit. Information Management is the tactic that people use to access critical information that makes them important, and use that information at the right time and place. Impression Management is to try to create the image of a person who is cultured, intellectual, sensitive and respectful in the eyes of others, by paying attention to one's own appearance and behavior. Coalition building means forming a coalition with

others in order to become more effective source in means of power and achieve a common goal easier. Scapegoating means imputing a mistake or error on another person. Increasing Indispensability is to try to become indispensable in the organization by specializing in important issues and hiding the solutions of problems to oneself.

Use of Political Tactics in Banks

Organizational structures may have been established for many reasons and needs such as cultural, social, political, economic, educational means. Banks are large-scale organizational structures built around economic goals. They are enterprises with institutional schemes and they may employ thousands of employees. They have highly developed organizational structures and management systems. The basic function of banks is to entrust or borrow a "thing" in order to obtain profit from saving it, in other words; financial intermediation (Yıldırım 1984). This clearing system, which began in Babylon in 2000 B.C., continued to grow in significance and development and continued existing until today (Artun 1979).

The history of deep-rooted banking tradition in Turkey dates back to the 19th century (Yıldırım 1984). However, it can be said that the structural transformation of the banking sector started with the Republican Period as well as all the other transformations in Turkey's other economic and social structures (Coşkun et al. 2012). Between 1923 and 1980, when the financial system was beginning to show new development, it was seen that the state actively participated in the banking system and operated many regulations. In the aftermath of 1980, it was determined that the banking system that was developed would be controlled, the regulations to ensure the

regular operation of the system continued, and the volume and diversity of transactions increased over the years (Coşkun et al. 2012).

When the historical development process of Turkish banking, which has the largest share in Turkish financial system, is examined; it is seen that the structure and development of banking sector in Turkey, starting from the Ottoman Empire and reaching present day, is highly effected by the general structure and performance of Turkish economy (Bakan 2001).

The banking system, which is an organizational structure, can be defined as the structural order and relations of all the banking communities working in different fields. This system can be established without the intervention of the state but it is also possible for the state to establish the banking system and establish and regulate relations among banks (Öçal and Çolak 1999).

Banking systems may differ from country to country. Due to different economic, legal and capital resources. Thus, it is not possible to reach an international standard for the classification of banks (Birdal 1993). However, if they are to be classified in general terms, banks can be categorized depending on their legal structures, sources of capital, loan maturities, and characteristics of their economic functions.

Categories of banks according to their legal structure are; personal company banks, capital companies and banks established under special laws.

Categories of banks according to their sources of capital are; private banks, publicly owned banks, hybrid banks and foreign banks.

Categories of banks according to loan maturities are; short-term borrowers and medium and long-term borrowers.

Categories of banks according to the characteristics of their economic functions are; central banks, commercial banks (deposit banks), investment and development banks, agricultural banks, mine banks, mortgage and real estate banks and public banks.

Despite the different classifications made, working patterns of the banks are similar. There are a number of statutory and non-statutory rules that employees are expected to comply with when the banking system is established on the basis of business associations and division of labor among employees. In other words, it is expected that employees will fulfill some authority and responsibilities such as following the working order, fulfilling work flows, following career steps and communicating effectively and properly with people. As it can be seen in every organizational setting, bank employees also try to possess the power they may need in the future and use it for their own advantage, or to be close to the gauge within the time and possibilities while fulfilling the responsibilities expected of them in their work environments. They resort to the use of a number of political tactics for various purposes such as climbing up the career steps within the company, getting more attention from others, earning respect, and being indispensable.

Different studies have been carried out in academic literature, both in Turkey and abroad, about the use of political tactics, and that these studies are mostly concentrated on government institutions, education and the business sector. “The use of political tactics in the banks” is the subject of this thesis because no studies were found about the use of political tactics in banks which have institutional organizations and many employees and of which management systems and organizational structures are highly developed in Turkey.

Banking systems are the subject of this study because they are examples of organizational structures in Turkey and reflect the characteristics of large-scale corporate companies. The aim of the research is to identify the political tactics used by the staffs that have different duties and responsibilities in public and private banks in the work environment and to observe and anticipate the use of political tactics.

The questions; “What are the political tactics used by the staff with different duties and responsibilities in private and public banks in the work environment?”, “What are the observations and expectations of bank employees regarding the use of political tactics” and “What are the relationships between expectations and observations?” frame the main problem of this master thesis study.

In scope of the study, first, the effects of sectoral distribution, gender, seniority, education, workplace status and expertise data of employees of private banks and public banks on observations and expectations on the use of political tactics will be examined. Then the observations of the personnel working in different roles and holding different responsibilities in private and public banks regarding the use of political tactics in the workplace will be studied. Afterwards, the observations and expectations of staff working with different duties and responsibilities in private and public banks regarding the use of political tactics in the work environment will be examined. Last but not least, we will examine the relationships between the observations and expectations about the political tactical parameters used in the work environment of personnel working with different duties and responsibilities in private and public banks.

It is expected that by this study; determination of political tactics used in private and public banks as an example of organizational structure and the difference between

employees' observations and expectations about the use of political tactics can contribute to internal management processes. The study may be considered important in terms of ensuring that the use of illegal power sources through political tactics, by demonstrating employee interactions and employee expectations, contributes to managers' use of legitimate official power sources more accurately and functionally. Within this scope, in 2016, the limit of this research, consisting of 3 private and 2 public banks' general directorates, technical units affiliated to the general directorate and branch employees within Istanbul provincial boundaries, is determined.



CHAPTER 2

LITERATURE REVIEW

1. Power

Organizations gain value through management as a structure. The realization of organizational goals can only be possible with the mobilization of existing materials and human resources, starting to use and directing them towards the targets to be achieved. In this context, management can be explained as the most effective use of existing material and human resources to achieve organizational goals.

Power in organizational structures is the most important mean of management in achieving the objectives set for the organization. A management without dignity fails to orient individuals towards organizational goals. In this sense, power is the basis of self-interest and management systems as a management concept (Koçel 1999). French and Raven (1959) define power as effect, and effect as psychological change. According to this approach, effect is the control a person has others. The power level is proportional to the highest potential ability the individual can use to control others.

Daft (2009) approaches power as a concrete matter. According to him, it is difficult for someone to persuade others to behave in the way they want. According to Weber, power is "the possibility that someone can demonstrate their resilience against one

another in a social relationship."(1947, 152). The behaviors of the organizers may vary according to the strength, size and intensity of power.

Power may not always be legal. The power used in organizational structures and enabling the operation of the management system can be used by both individuals and groups. Not only leaders, but also individuals or groups can use force to persuade each other and involve in or contribute to governance.

It can be said that power is derived from sources. These sources are reward power, pressure power, legal power, reference power and expert power (French and Raven 1968).

Reward power is the rewarding of employees by their managers in case they perform the expected behavior and actions. The fact that the awards are attractive and equitable ensures that this power is effective. It can be said that the rewarding power of the manager is to distribute tasks according to the interests, desires and skills of the employees in the business environment and to prevent them from making unnecessary jobs that will make them unhappy. However, it is also important that the manager's employees can evaluate their performance in an equitable and ethical manner.

In the behaviorist approach, the reproducibility of behavior is also related to the promised reward of behavior, such as the level of need (Hoy and Miskel 2010). In order to be awarded, the task or responsibility expected to be performed beforehand must be fulfilled (Hellriegel et al. 2001). This structure of thinking can guide people in their behavior according to their rewarding levels (Gökçe 2016).

Pressure power on the other hand is the punishment of employees their manager in case they act in improper behavior. Employees can be given penalties at different

properties and levels. A punished employee may in some cases have a tendency to repeat inappropriate behavior.

Legal power is the type of power in which employees are governed by established rules, laws and given powers and rights. In the business environment, managers have the responsibility and authority of giving orders and managing tasks, and employees has a sense of responsibility to obey these directions.

Reference power is the kind of power that managers can influence employees with respectable and appreciated personality traits and behaviors. Employees exemplify the positive behavior of managers. Not only managers but also any member of the team or an employee in the business environment can have reference power, which can ensure that others have respect, appreciation and confidence for the object of reference.

Expert power is the type of force that employees are influenced by the managers' knowledge and experience. Gaining this power may only be possible over time. It requires managers to strive for knowledge and experience.

2. Authority

According to Weber, authority is "The case of a certain group to obey given commands." (1947: 324). The authority, which is the legitimate use of power, has limited authorization on the person or groups that it controls. Authority can only be ensured by a mixture of legal compliance and the adjustment of individuals to it. Organizations have authoritarian management systems. Determination of the purpose of the organization, establishment and maintenance of the order, and control are among the duties and rights of the legal authorities (Bolman and Deal 2003).

According to Weber (1947), there are three types of authority: charismatic, traditional and legal.

Charismatic authority is the kind of authority a person possesses, due to their leadership qualities, by creating an emotional impact on others. Traditional authority is the type of authority that makes people obey the order of authority derived from the past. The power of the authority owner is the sense of authority that is settled in the people. Finally, legal authority is the obligation that the people feel to obey a person or a position due to the determined legal rules and laws (Hoy and Miskel 2010).

People with administrative duties and authority in organizational structures often use types of power. Administrators must add accountability to the effect of each type of power has on employees. For example, the power can lead to aggressive reactions, alienation and hatred of employees, while the reward power often has a positive effect on incentivizing employees.

In addition, managers need not use power very often and at an excessively high level in order to ensure the personal development of employees, for their functioning of decision-making mechanisms to work correctly, and for the sake of their ability to take responsibility. Therefore, giving more authority to the workforce increases both the work skills and the power usage skills of the employees, as well as allowing the managers to use less power (Schermerhorn, Hunt and Osborn 1974; Hardy and Leiba O'Sullivan 1998; Leach, Wall and Jackson 2003).

Mintzberg (1983) argues that organizational power comes from a source, technical skill, knowledge or legal concessions. Power is given to those who can control and use it. In addition, other people close to the power source can use power. In organizational structures, the helpers of the managers or close friends can use the force by being close

to the manager. Mintzberg (1983) designates authority, ideology, expertise and policy systems as steps to ensure the regularity of organizational structures. Authority is a system that controls and regulates official and legal objectives. Ideology provides creation and preservation of unofficial aims as well as continuity of culture and tradition. The specialization system deals with the legally defined, idealized application of behaviors required by the organization. The political system is a kind of game in which people who are able to withstand individual interests within the organization play for the privileges of themselves or certain other people.

3. Policy

Among the definitions made by the Turkish Language Association for the concept of policy is the expression "behavior form, idea structure". Luthans (1995:337) and DuBrin (2001) associate politics with power, which is why they agree on terms of defining policy. People in modern organizations tend to use political methods to achieve their goals. Within these methods, there are political strategies that enable people to be considered important in the organization. Nortcraft and Neale (1990) define politics as the realization of the requests of a person or group within the organization. It is necessary to use force in the fulfillment of these requests, and this leads to the creation of politics.

According to Mintzberg, policy is "personal or group behavior that is unofficial, narrow-minded, divisive, technically illegal, not endorsed by official authority and ideological experiences." (Mintzberg 1983: 172). Organizational structures are defined by individuals, in accordance with official or non-official rules but also forming partnerships with other people who think and act in a similar way to meet their needs and demands. People belonging to the same line of work, gender, culture, interests,

political opinion and even economic power can thus come together to create groups. Persons act in this frame by setting policies that are appropriate to their needs and desires.

4. Political Tactics

Like power elements that form the basis of management and control in organizations, politics are definitely used in organizational structures. According to Mintzberg, politics can solve problems within the organization. Politics can be a tool or a system that can be used to achieve the actual goal (Bolman ve Deal 2003). Within organizational structures, all individuals may come together around the policies set for the organization. Regardless of the task and difference between levels, each individual can play a role in policy game. To sum up; every employee has political tactics he or she often uses. (Vecchio 1988)

Hoy and Miskel sum the political tactics employees use in their work environment under the following headings: Ingratiating, Networking, Information Management, Impression Management, Coalition Building, Scapegoating and Increasing Indispensability.

In the scale study conducted within the scope of the thesis, the observations and expectations of the employees regarding the use of political tactics in business environments were measured based on the 7 political tactics of Vecchio (1988).

Ingratiating: It is the tactic that people use to help people around, such as colleagues or managers, by doing good, helping them, to gain the attention of those people, and make them think positively about themselves. Those who are charged with goodness tend to return by doing a favor or by helping the person who does favor first.

Networking: It is a tactic that people have close relationships with the people who have important information. It does not matter whether the task or role of the person to be contacted is important or insignificant. The main thing is that one has important knowledge. People in close proximity to managers in business environments have access to important information that the manager has because of the friendships they have established.

Information Management: Individuals gain status by acquiring critical information and using that information on the right time and people. Being a knowledgeable person in every subject in a business environment gives the employees respectability and makes them people who are interested and cared about.

Impression Management: It is a tactic that individuals acquire cultural and social experiences and knowledge by taking care of their clothing, appearance and behavior and shares them with the people around. People at this point can create an image of a person for themselves with a high level of knowledge, who is also social, sensitive, attentive, careful and respectful, which can affect others.

Coalition Building: It is the tactic of people's gathering in the direction of common goals. Individuals who cannot be effective individually act jointly with people who are in accordance with their own opinions, thoughts, lives, desires and needs. By doing this, they are much more successful in fulfilling their requests and getting power. It is the reason for establishment of sports, arts, culture, trade unions and similar communities in the workplace and the fact that people are members of these communities.

Scapegoating: It is the tactic used to get rid of bad situation by uploading it to someone else instead of assuming the responsibility of the crime or the mistake.

Increasing Indispensability: It is the tactic that people's or groups' making themselves indispensable in the community they are in. People make the others dependent on them by specializing in one subject, having deep and important knowledge, keeping the solutions of the problems in their hands.

Other researches on Political Tactics and the types of political tactics have been examined.

Firstly, The survey by Allen, Madison, Porter, Renwick and Mayes (1979:78-80) listed the most common political tactics within organizational structures. The political tactics from the most used to the least which gained by the study results that were sampled from those working in the chief executive officer, staff manager and supervisor positions in organizations are as follows: *Blaming or attacking others:* It is a tactic that people do not accept responsibility for a fault and blame others. An example on how to use this tactic is to trivialize the success by envying the success of others. *The use of information as a political tool:* It is sharing the obtained information with others at the appropriate time and place to serve the interests of the person. The fact that the information is not used in the direction of political strategies is an example of the use of this tactic. *Image creation / Impression management:* It is the use of appearance, communication content and management to attract attention, respect and admiration by others. People try to influence the others around them by seeming to be knowledgeable, thoughtful, sensitive, cultured and by talking about their good qualities or exaggerating their qualities and experiences. *Creating support for own ideas:* Before decisions are made, people share their ideas with the respondents, try to persuade them and make them support their ideas. The people affected by the ideas feel themselves close to this idea during the decision making process, and may even

adopt the idea as if it were their own ideas. Thus, as the acceptance of ideas becomes easier, the loyalty of other people who adopt the idea is increased. *Praising others for self-acceptance*: It is a person's trying to create awareness by praising others, especially the rulers. A tendency to appreciate someone else's features with exaggerated praise can be observed while praising others' features. *Acquiring strong friends and power coalitions*: People want to keep strong people around to help them reach their goals. *Get in touch with effective people*: Individuals want to be in close relationship with the most influential people in the organization. When necessary, they want to take advantage of being close to these people and therefore the power of influence. *Creation of liability and reciprocity*: It is a political tactic which can be explained as charging the others by doing favor and waiting for payment with goodness when the time comes.

Secondly, Appelbaum and Hughes (1998: 85-87) identified nine political tactics used in organizations. *Coalition building and Networking*: Individuals will strive to be close to those who have power, who will be able to benefit them. This way, they can access critical information when needed. *Impression management*: It is the tactic used by almost everybody in the organization environment. To leave a positive impression on others is to pay attention to physical appearance, communication style and behaviors in order to create an image of being an important human. *Information management*: It is important to share the information obtained at the appropriate time, in the appropriate amount and with the person concerned, as much as to obtain the information. The information can give power to the shared person, but also may lead to negative consequences for others. *Supporting ones rival*: It means a person to help a rival when there are situations in which the competition can be eliminated. For example, by helping a rival employee to transfer to another department or company,

the person actually serves his or her own interests and takes away his rival. *Pursuing more responsibility*: In the organizational environment, people get information that will make them indispensable and take more responsibilities to make their positions more important and secure it. *Flattery*: It means doing favors for others, helping others and praising their qualities. Those who leave positive feelings on others can then use this situation for their own personal interests. The requests of these people are rejected at a lower rate.

There are three tactics that Appelbaum and Hughes interpret immorally, apart from the six tactics given so far. It has been observed that these tactics that are not honest and unethical have been used in organizational structures. These tactics are; *Take no prisoners*: Those who do not support the decisions taken within the organization and are opposed to the decisions are removed from the organization when they cannot be persuaded and are not open to recovery. *Divide and conquer*: The individual may strive to remove a threat by causing a disagreement to form between the person or people who threaten him. This tactic is still being used despite being quite old. It is also highly probable that the person or people who are reduced to the dispute unite, find the source of the problem and try to eliminate it. For this reason, it is considered a risky tactic. *Eliminate your rival*: It is ensured that the opponent is not in the right place where important gatherings are held or decisions are made by removing the person from the environment or leaving him unannounced. In this way, the person who is considered suitable to be removed or away from being informed of the developments will be prevented from having a say in the decision making.

In the third study, Zanzi and O'Neill (2001: 247-252) examine political tactics under two categories as approved and unapproved political tactics. Approved political tactics

are; *the use of expertise, over-coordinated targets, image creation, networking, convincing, and coalition building*. Unauthorized tactics are; *words of intimidation and hint, using someone else instead, blaming or attacking others, manipulation, organizational placement, selecting as a member / co-optation, and controlling the information*.

As the fourth study, Sussman et. al. (2002: 321-323) have specified seven types of political tactics in organizational structures. Political tactics from the most common to least frequently used are: *flattery, friendship / coalition building, creating support for themselves, creating an appropriate image, creating obligations and reciprocity, to blame or attack others and to use information as a political tool*.

As another study on political tactics was also carried out by Daft (2009: 513). Daft divides political tactics into three main categories: tactics to create power-based incentives for one's own or an organization, tactics to achieve the desired results, and tactics to prevent harmful conflicts by increasing cooperation and harmony. Tactics for Increasing the Power Foundation can be examined in four steps; Entering high uncertainty areas, Creating dependencies, Providing hard-to-find resources and Solving strategic cases. Tactics for Using Power can be examined in five steps; Creating coalitions and expanding networks, Assigning trusted contacts to key positions, Controlling decision making mechanisms, Developing expertise and legitimacy and Direct application. Finally, there are five different stages for Tactics for Developing Cooperation and Adaptation. These are; Creating integration tools, Confrontation and negotiation, Planning inter-group negotiations, Ensuring staff rotation, and Identifying over-coordinated goals.

In addition to the literature research on political tactics, other studies on the use of political tactics have been examined within the scope of the thesis.

In his study named "A Study On The Determination Of The Political Tactics Of Academic Staff" (A case of Muğla Sıtkı Koçman University), Çağlar Kaya examined the political tactics used by academic members at work and the reasons for using these tactics (Kaya 2014). In this thesis study using qualitative research method, interview technique was used. As a result of the research, the political tactics determined to be used by the teaching staff are arrayed from most commonly used to least commonly used as; "gathering support in favor of their ideas", "image making", "contacting influential people ", "creating obligations and reciprocity", "building power based coalitions", "praising others for self-acceptance "and" blaming or attacking others ".

Selma Arıkan (Arıkan 2011) interviewed 130 people from various sectors such as finance, information technology, education and consultancy in her article titled "İşyerinde Kullanılan Politik Taktiklere Yönelik Olası Bireysel Önceller Üzerine Bir Araştırma ". The rates of implementation of "Exchange", "Making Oneself Noticed", "Persuasion by Logic and Openness", "Getting in Good Books", "Consulting a Higher Authority" and "Support" political tactics were measured in the study. As a result, it was determined that employees use a number of political tactics to reach their career goals. It has also been found that the use of political tactics vary due to the desire of employees to acquire status and effectiveness, to promote, to raise their wages and to improve knowledge, skills and abilities.

In Burcu Güneri Çangarlı's Ph.D. thesis titled "Bullying Behaviors As Organizational Political Tactics ", bullying behaviors were considered as political tactics (Çangarlı 2009). In the survey, 238 people with different personalities answered the

questionnaire horizontally and 217 people answered it vertically. As a result of the research, it has been determined that people use bullying behaviors as political tactics in order to serve their own interests. Political tactics are effectively used regarding the matters of "influencing promotion", "task assignment", "Dismissal", "performance appraisal" and "organizational structure decisions". Another conclusion reached within the scope of the study is that the level of personal goals affected the use of political tactics.

In her thesis entitled "Political Tactics in Building Construction Industry from the Architects ", R. Evren Ülkeryıldız aimed to determine the political tactics used by the social actors in star architectural design practice and the effects of those tactics (Ülkeryıldız 2009). Quantitative research method was used in the study. As a result of interviews held with people working in different roles and job descriptions in construction and architecture sectors, it was found that political tactics are often used for various purposes over verbal communication channels.

CHAPTER 3

METHODOLOGY

This study includes quantitative research methods. The quantitative aspect of the study is descriptive. The study group consists of 255 people in total, 124 of them working in 3 different private banks and 131 of them working in 2 different public banks in Istanbul in the year of 2016. The sample of the study was formed with the technique of random stratified proportional sampling. At the stage of gathering scale data, while some participants were receiving questionnaires in the online environment, face-to-face interviews were conducted with some participants. A scale consisting of the observations and expectations of the participants, and the items of the tactics within ingratiating, networking, information management, impression management, coalition building, scapegoating, increasing indispensability parameters of organisational political strategies were used in this study. The opinions in the scale were graded into 7 points.

In the beginning, the scale was composed of 42 statements. Then, according to the remarks of the authorities in the field of management along with assesment and evaluation, the number of items on the scale were lowered to 38. As a result of the analysis, 6 items that did not correspond to the factor load value were extracted from the scale and the last form of the scale was given. The scale was composed of two separate parts including observations and expectations. The arguments of the participants based on their observations and

expectations have been collected via 64 items in total, 32 in part I and 32 in part II. The statements on the scale are written below.

At the work place:

- 1) Buying food and drinks for the colleagues, giving presents to them and helping them with their private matters
- 2) Buying presents for the managers and helping them with their private matters
- 3) Supporting new beginning colleagues on the matters of finding a house, hosting and providing free transportation to work for them
- 4) Positive talking about the managers
- 5) Building sincere relations with the managers
- 6) Establishing good communication with the family and friends of the managers
- 7) Helping the managers with bureaucratic duties
- 8) Instead of being jealous, supporting good communication between the managers and other workers
- 9) Sharing new information with the colleagues
- 10) Working hard to equip themselves with know-how
- 11) Being eager to connect with people from whom they may get significant data.
- 12) Paying attention to follow the fashion, dressing up new and original
- 13) Treating other people kindly
- 14) Trying to have information in every field, being eager to have intellectual manners
- 15) Taking charge and showing active participation in the social activities (picnics, birthday parties, celebrations, etc.) with the colleagues
- 16) Enjoying to talk about the places they have seen, people they have met and the new information they have got

- 17) Protecting and supporting the countrymen
- 18) Making an effort to spend time together with the people who have the same world view
- 19) Being in favor of same gender friendship
- 20) Paying attention to be together with the people who supports the same art, culture and sports community
- 21) Preferring to create and join the groups of the same speciality (attending to the same school or course, working in the same field, etc.)
- 22) Joining some groups on social media platforms, sharing information and emotions (joining Facebook groups, making connections on LinkedIn, etc.)
- 23) Preferring to join the same labor organisations or syndicates with friends
- 24) Avoiding to taking over the mistakes of friends
- 25) Not hesitating to mention the mistakes of friends
- 26) Blaming others of the mistakes
- 27) Refraining from liking and appreciating others' works
- 28) Having a training on developing strategies and additional methods of doing a work
- 29) Taking in charge of repair and maintenance of the equipments that are used
- 30) Asking to have information on everything and keep on top of everything
- 31) Not refraining from taking responsibility for friends
- 32) Not hesitating to undertake the works that are labelled as difficult by friends

The statements that were extracted from the scale are below;

- 1) Trying to get the most secret and important information before everyone and in the most correct way. (Information Management)

- 2) Having their demands realised by presenting convincing and rational reasons about those demands. (Information Management)
- 3) Making the managers feel important by mentioning their personality and accomplishments. (Ingratiating)
- 4) Building friendship with the colleagues, spending time with them outside the work place and hours. (Ingratiating)
- 5) Talking about their personal favours and donations, the civil society initiatives they take part in, social problems they are sensitive about and that they follow. (Impression Management)
- 6) Pretending to be more knowledgeable and ready to have responsibility by talking about their high level knowledge and competences. (Impression Management)

Table 1. Categorisation of the items that are in the observation part according to the parameters

Parameters	Statements
Ingratiating	1) They buy food and drinks for their colleagues, give presents to them and help them with their private matters. 2) They buy presents for their managers and help them with their private matters. 3) They support new beginning colleagues on the matters of finding a house, hosting and providing free transportation to work for them. 4) They talk positively about their managers.
Networking	5) They build sincere relations with their managers. 6) They establish good communication with the family and friends of their managers. 7) They help their managers with bureaucratic duties. 8) Instead of being jealous, they support good communication between their managers and other workers.
Information Management	9) They share new information with their colleagues. 10) They work hard to equip themselves with know-how. 11) They are eager to connect with people from whom they may get significant data.
Impression Management	12) They pay attention to follow the fashion, dressing up new and original. 13) They treat other people kindly. 14) They try to have information in every field, they are eager to have intellectual manners. 15) They take charge and show active participation in the social activities (picnics, birthday parties, celebrations, etc.) with their colleagues. 16) They enjoy talking about the places they've seen, people they've met and the new information they've got.

Coalition Building	<p>17) They protect and support their countrymen.</p> <p>18) They make an effort to spend time together with the people who have the same world view.</p> <p>19) They are in favor of same gender friendship.</p> <p>20) They pay attention to be together with the people who supports the same art, culture and sports community.</p> <p>21) They prefer creating and joining the groups of the same speciality (attending to the same school or course, working in the same field, etc.).</p> <p>22) They join some groups on social media platforms, share information and emotions (joining Facebook groups, making connections on LinkedIn, etc.).</p> <p>23) They prefer joining the same labor organisations or syndicates with their friends.</p>
Scapegoating	<p>24) They avoid taking over the mistakes of their friends.</p> <p>25) They don't hesitate to mention the mistakes of their friends.</p> <p>26) They blame others of the mistakes.</p> <p>27) They refrain from liking and appreciating others' works.</p>
Increasing Indispensability	<p>28) They have a training on developing strategies and additional methods of doing a work.</p> <p>29) They take in charge of repair and maintenance of the equipments that are used.</p> <p>30) They ask to have information on everything and keep on top of everything.</p> <p>31) They don't refrain from taking responsibility for their friends.</p> <p>32) They don't hesitate to undertake the works that are labelled as difficult by their friends.</p>

Table 2. Categorisation of the items that are in the expectation part according to the parameters

Parameters	Statements
Ingratiating	<p>1) They should buy food and drinks for their colleagues, give presents to them and help them with their private matters.</p> <p>2) They should buy presents for their managers and help them with their private matters.</p> <p>3) They should support new beginning colleagues on the matters of finding a house, hosting and providing free transportation to work for them.</p> <p>4) They should talk positively about their managers.</p>
Networking	<p>5) They should build sincere relations with their managers.</p> <p>6) They should establish good communication with the family and friends of their managers.</p> <p>7) They should help their managers with bureaucratic duties.</p> <p>8) Instead of being jealous, they should support good communication between their managers and other workers.</p>
Information Management	<p>9) They should share new information with their colleagues.</p> <p>10) They should work hard to equip themselves with know-how.</p> <p>11) They should be eager to connect with people from whom they may get significant data.</p>

Impression Management	<p>12) They should pay attention to follow the fashion, dressing up new and original.</p> <p>13) They should treat other people kindly.</p> <p>14) They should try to have information in every field, they are eager to have intellectual manners.</p> <p>15) They should take charge and show active participation in the social activities (picnics, birthday parties, celebrations, etc.) with their colleagues.</p> <p>16) They should enjoy talking about the places they've seen, people they've met and the new information they've got.</p>
Coalition Building	<p>17) They should protect and support their countrymen.</p> <p>18) They should make an effort to spend time together with the people who have the same world view.</p> <p>19) They should be in favor of same gender friendship.</p> <p>20) They should pay attention to be together with the people who supports the same art, culture and sports community.</p> <p>21) They should prefer creating and joining the groups of the same speciality (attending to the same school or course, working in the same field, etc.).</p> <p>22) They should join some groups on social media platforms, share information and emotions (joining Faacebook groups, making connections on LinkedIn, etc.).</p> <p>23) They should prefer joining the same labor organisations or syndicates with their friends.</p>
Scapegoating	<p>24) They should avoid taking over the mistakes of their friends.</p> <p>25) They shouldn't hesitate to mention the mistakes of their friends.</p> <p>26) They should blame others of the mistakes.</p> <p>27) They should refrain from liking and appreciating others' works.</p>
Increasing Indispensability	<p>28) They should have a training on developing strategies and additional methods of doing a work.</p> <p>29) They should take in charge of repair and maintenance of the equipments that are used.</p> <p>30) They should ask to have information on everything and keep on top of everything.</p> <p>31) They shouldn't refrain from taking responsibility for their friends.</p> <p>32) They shouldn't hesitate to undertake the works that are labelled as difficult by their friends.</p>

This scale has been applied to 100 people who works in different public and private banks in Istanbul for validity and reliability. In order to determine the construct validity of the scale, factor analysis was employed. The suitability of the pilot study data for factor analysis was tested by using the Bartlett test of sphericity and the Kaiser-Meyer-Olkin (KMO) sampling adequacy test. According to the Bartlett test of sphericity, the 1st and 2nd parts of the data indicated multi-variate normal distribution (1st Part: $\chi^2=2.389E3$, $p=0.000$; 2nd Part: $\chi^2=2.952E3$, $p=0.000$). The KMO value of the scale was calculated as 0.755 for the 1st part and 0.817 for the 2nd part. Since this value is

above 0.60, which is recommended for the KMO, it can be stated that the data is suitable for factor analysis (Tabachnick and Fidell 2001). As a result of these calculations it is observed that both parts have shown a one-factor form. According to the analysis results of the 1st part, the factor was calculated to be accountable for 32.7% of the variance, and according to the analysis results of the 2nd part, the factor was found to be accountable for 39.7 % of the variance (Büyüköztürk, 2003).

In the reliability study conducted for the internal consistency of the scale, the item-total correlations and the Cronbach- α coefficients were calculated. In order to determine the definite number of factors, the Varimax technique was used. The ones of which the load values of the items included in the 1st part varies between 0.598 and 0.868, and those of the items included in the 2nd part varies between 0.589 and 0.915 are included in the scale. Because the factor load values of 6 items in both parts were below .3, these 6 questions were extracted from both parts and the scale is constructed with 32 questions each part and 64 items in total (Tabachnick and Fidell 2001). The Cronbach- α coefficient of the 1st part was calculated as .926 and that of the 2nd part was found to be 0.949. Although the Cronbach- α coefficients in the parameters of the 1st part were calculated as .769 for ingratiating, .749 for networking, .779 for information management, .811 for impression management, .860 for coalition building, .703 for scapegoating, .857 for increasing indispensability; in the 2nd part they were found to be .838 for ingratiating, .844 for networking, .847 for information management, .832 for impression management, .935 for coalition building, .660 for scapegoating, .850 for increasing indispensability.

In addition, parametric Cronbach- α coefficients were calculated according to the analysis of the data conducted by the application of the scale to 225 people. According

to these analysis results the Cronbach- α coefficient of the 1st part was calculated as .893 and that of the 2nd part was found to be 0.907.

These results indicate that the discriminating power of the items is “rather good” and the scale has high reliability in terms of internal consistency (Büyüköztürk, 2003).

For each parameter in the scale, the values belonging to the “Observation Index” (OI) and the “Expectation Index” (EI) were calculated. From the calculated OI and EI values, the “Real Observation Index” (ROI) values were achieved (Shoura and Singh, 1998). The OI and EI values are the arithmetic mean of the total scores of the parameters.

$$O I = \frac{\sum_{q=1}^n S_q}{n} \quad O I = \frac{O I}{E I} k_1$$

The ROI values were calculated by using the formula of “ROI= (OI/EI) X k”. In the study, the “Compatibility factor” (k) constant value was calculated as 0.70.

OI= Observation Index

EI= Expectation Index

ROI= Real Observation Index/Case Index

n= Number of items

Sq= the score that a person receives for a category

k= Compatibility coefficient

The opinions obtained from 255 questionnaires were analyzed using the SPSS package program. By means of the arithmetic means of the opinions, values of indices and the correlations between the indices were calculated.



CHAPTER 4

FINDINGS AND COMMENTS

In the research, data were analyzed and interpreted by the personal and demographic information, the arithmetic mean of observations and anticipations about the use of political tactics, observation, expectation and actual observation indices of political tactical parameters and tactical use associations.

1. Personal and Demographic Findings

Some of the demographic findings obtained within the research are given below.

Within the scope of the study, 255 people working with different bank and job descriptions were interviewed. 124 of them are working in 3 different private banks and the other 131 people are working in 2 public banks.

119 out of 255 people (46.67%) interviewed for use as research data were females and 136 (53.33%) were male. When the interviews with private bank employees were examined, the rates were 76 women (61.29%) and 48 (38.71%) men, meanwhile in public banks rates were 43 (32.82%) women and 88 (67.18%) male.

When the seniority periods of 255 employees are examined, the ranking that is made according to the duration of experience is as follows: The distribution of people according to work experience is as follows; 1-5 years 58.04%, 6-10 years; 20.00%, 11-15 years; 7.06%, 16-20 years 5.10% and 20 years and above is 9.80%. The most common seniority level is determined as "1-5 years" in both private banks (70 personnel) and public banks (78 personnel). Moreover, 1-5 years experience was found

to be the most common seniority grade in both men and women employee groups among the employees of both private banks and public banks. However, in the questionnaires of private bank employees, the distribution of 1-5 years working experience according to gender was 46 female and 24 male, and for the public banks the rates were 33 female and 45 male.

The distribution of education level of all interviewed employees can be listed as follows (from the most common to least): undergraduate: 169 personnel (66.27%), graduate: 59 personnel (23.14%), associate degree graduate: 15 personnel (5.88%), other: 8 personnel (3.14%) and doctoral degree graduate 4 personnel (1.57%).

When the questionnaires of employees of private banks and public banks are examined separately; the education level distribution of private bank personnel was: undergraduate: 56.45%, graduate: 26.61%, associate degree graduate: 11.29%, other: 3.23% and doctoral degree graduate: 2.42% meanwhile for the public banks the distribution calculated as undergraduate: 75.57%, graduate: 19.85%, others: 3.05%, associate degree graduate: 0.76% and doctoral degree graduate: 0.76% .

Among all employees, the most common level of education for both women and men is “undergraduate” while the rates were 61.34% (73 personnel) for women and 70.59% (96 personnel) for men.

Distribution of post-graduate education (graduate and doctoral degree graduate) among genders was calculated as 23.53% (28 personnel) female and 25.74% (35) male.

For the private banks, the rate of post-graduate education (graduate and doctoral degree) in females was 27.63% (21 personnel) while for public banks the rate declined to 16.28% (16 personnel). Similarly, the ratio of post-graduate education in male

personnel of private banks was 31.25% (15) meanwhile the same ratio for public banks was calculated as 22.73% (20 personnel).

Of the 255 people interviewed within the scope of the research, 46 of them (18.04%) were managers and the remaining 209 (81.96%) were specialist.

When manager / specialist title ratios according to gender distribution are examined; 20.17% (24 personnel) of female were managers and 79.83% were in specialist title while for the male staff 16.18% (22) were in manager title and 83.82% (114) were in specialist title.

According to the survey results of private bank personnel, 26.61% (33 persons) of the employees are working as managers. 27.63% of the women (21 people) and 25% of the men (12 people) are working as managers. 73.39% of the employees (91 persons) are working in the specialist status.

Among the employees of the public banks, the ratio of the personnel working with the title of manager is calculated as 9.92% (13 persons) and the specialist rate is 90.08% (118 people). While 6.98% of the women (3 persons) have the managerial title, 11.36% (10 persons) of the men are the managers.

The area of specialization varies considerably according to the units and job descriptions in which the employees are working. It is aimed at this stage to categorize the data to make it more meaningful. Employees were categorized in the following three groups according to the profession reported during the interviews: Headquarter employees (units of marketing, operations, alternative distribution channels, human resources etc.), branch employees (branch manager, teller, marketing and operation unit employees etc.) and technology units (infrastructure, software, design, etc.) As a result, the number of headquarters employees in private and public banks was calculated as 75, the branch employees 41 and the technology unit employees 139.

2. Findings Based on the Observations on the Use of Political Tactics in the Working Environments of the employees in Public and Private Banks

In this part, the measured values of the political tactics observed by the bank employees in the working environment will be interpreted, taking into account the scale results conducted from the employees.

2.1 Findings Based on the Observations of Employees with Different Duties and Responsibilities in Private Banks on the Use of Political Tactics in Working Environments

The table below shows the arithmetic mean of observations of the use of political tactics by private bank employees.

Table 3. Observations on the use of political tactics by private bank employees

Statements	Mean	Std. Deviation
1) They buy food and drinks for their colleagues, give presents to them and help them with their private matters.	4.9840	1.49722
2) They buy presents for their managers and help them with their private matters.	3.1440	1.78119
3) They support new beginning colleagues on the matters of finding a house, hosting and providing free transportation to work for them.	4.4080	1.90117
4) They talk positively about their managers.	4.7600	1.59839
5) They build sincere relations with their managers.	4.6080	1.78658
6) They establish good communication with the family and friends of their managers.	3.1280	1.84905
7) They help their managers with bureaucratic duties.	3.7280	1.94014
8) Instead of being jealous, they support good communication between their managers and other workers.	5.4640	1.50024
9) They share new information with their colleagues.	6.0160	1.10704
10) They work hard to equip themselves with know-how.	6.0240	1.22121
11) They are eager to connect with people from whom they may get significant data.	6.1440	1.30572
12) They pay attention to follow the fashion, dressing up new and original.	4.4480	1.74807
13) They treat other people kindly.	6.0640	1.17600
14) They try to have information in every field, they are eager to have intellectual manners.	5.3040	1.61756
15) They take charge and show active participation in the social activities (picnics, birthday parties, celebrations, etc.) with their colleagues.	5.1680	1.73082

16) They enjoy talking about the places they've seen, people they've met and the new information they've got.	5.6640	1.33165
17) They protect and support their countrymen.	4.1520	1.86243
18) They make an effort to spend time together with the people who have the same world view.	4.8880	1.67629
19) They are in favor of same gender friendship.	2.6880	1.89403
20) They pay attention to be together with the people who supports the same art, culture and sports community.	4.0800	1.95762
21) They prefer creating and joining the groups of the same speciality (attending to the same school or course, working in the same field, etc.).	3.7440	1.98342
22) They join some groups on social media platforms, share information and emotions (joining Facebook groups, making connections on LinkedIn, etc.).	4.4800	1.75793
23) They prefer joining the same labor organisations or syndicates with their friends.	3.6160	2.03511
24) They avoid taking over the mistakes of their friends.	3.2800	1.74411
25) They don't hesitate to mention the mistakes of their friends.	4.9520	1.79989
26) They blame others of the mistakes.	5.9760	1.51052
27) They refrain from liking and appreciating others' works.	6.0720	1.42657
28) They have a training on developing strategies and additional methods of doing a work.	5.5360	1.42299
29) They take in charge of repair and maintenance of the equipments that are used.	4.5280	1.83416
30) They ask to have information on everything and keep on top of everything.	5.5040	1.45704
31) They don't refrain from taking responsibility for their friends.	5.5920	1.34462
32) They don't hesitate to undertake the works that are labelled as difficult by their friends.	5.5760	1.27168

Among the private bank employees, the most observed statement is “They are eager to connect with people from whom they may get significant data.” with the value of 6.1440. The second-most observed statement is “They refrain from liking and appreciating others' works.” with the value of 6.0720. Based on these results, it is possible to make an interpretation that employees use "communication" in business environments as a means of gaining important information that will benefit their personal interests, rather than appreciating others.

“They buy food and drinks for their colleagues, give presents to them and help them with their private matters.” statement which one of the Ingratiating parameter statements is observed at an average of 4.99840. The value of the expression "They buy presents for their managers and help them with their private matters." is 3.1440.

As a result of these two statements, it can be concluded that "employees are more sincere and more involved with their colleagues than their managers".

From the criteria of "Networking", " They establish good communication with the family and friends of their managers." has the lowest value with 3.1280. According to this; An interpretation can be made that the private bank staff wishes to limit the relationship networks to "managers themselves and their work environment".

According to interview results of private bank employees; The lowest value has the following item (2.6880): "They are in favor of same gender friendship." Given the other expressions of "Coalition Building" based on the desire to coexist with similar people and groups; The average observation value is 4. The low level of observance of the tendency of friends of the same gender to establish friendship can be interpreted as follows: "private bank employees are avoiding gender discrimination."

In private banking surveys, the following conclusions caught our attention: The observational values given to the expressions "employees establish intimate relationships with their colleagues", "help their colleagues" and "not envy managers and business associates" are in the range of 4.5-5.0. At the same time, the observational values of the expressions "keep employees responsible for mistakes of employees", "do not hesitate to express the mistakes of their friends" and "avoid the appreciation of others" are also in the range of 4.5-5.0. According to this; Positive relationships that employees have with each other can be influenced by personal interests.

2.2 Findings Based on the Observations of Employees with Different Duties and Responsibilities in Public Banks on the Use of Political Tactics in Working Environments

The table below shows the arithmetic mean of observations of the use of political tactics by public bank employees.

Table 4. Observations on the use of political tactics by public bank employees

Statements	Mean	Std. Deviation
1) They buy food and drinks for their colleagues, give presents to them and help them with their private matters.	5.4308	1.50420
2) They buy presents for their managers and help them with their private matters.	3.5308	1.87264
3) They support new beginning colleagues on the matters of finding a house, hosting and providing free transportation to work for them.	4.3692	1.80498
4) They talk positively about their managers.	5.1769	1.43848
5) They build sincere relations with their managers.	4.9308	1.54613
6) They establish good communication with the family and friends of their managers.	2.5692	1.67951
7) They help their managers with bureaucratic duties.	3.4615	1.94160
8) Instead of being jealous, they support good communication between their managers and other workers.	5.8923	1.33670
9) They share new information with their colleagues.	6.3615	1.02680
10) They work hard to equip themselves with know-how.	6.3308	.90980
11) They are eager to connect with people from whom they may get significant data.	6.3462	.89539
12) They pay attention to follow the fashion, dressing up new and original.	4.6308	1.55588
13) They treat other people kindly.	6.2000	.99922
14) They try to have information in every field, they are eager to have intellectual manners.	5.1462	1.47386
15) They take charge and show active participation in the social activities (picnics, birthday parties, celebrations, etc.) with their colleagues.	5.0846	1.52516
16) They enjoy talking about the places they've seen, people they've met and the new information they've got.	5.7154	1.20872
17) They protect and support their countrymen.	4.4077	1.82020
18) They make an effort to spend time together with the people who have the same world view.	4.8231	1.64936
19) They are in favor of same gender friendship.	2.6846	1.66139
20) They pay attention to be together with the people who supports the same art, culture and sports community.	3.7692	1.73669
21) They prefer creating and joining the groups of the same speciality (attending to the same school or course, working in the same field, etc.).	3.2923	1.65864

22) They join some groups on social media platforms, share information and emotions (joining Faacebook groups, making connections on LinkedIn, etc.).	3.7923	1.91969
23) They prefer joining the same labor organisations or syndicates with their friends.	3.6077	1.74096
24) They avoid taking over the mistakes of their friends.	3.1923	1.67098
25) They don't hesitate to mention the mistakes of their friends.	5.0308	1.67489
26) They blame others of the mistakes.	6.0308	1.59912
27) They refrain from liking and appreciating others' works.	5.8615	1.69703
28) They have a training on developing strategies and additional methods of doing a work.	5.5077	1.29547
29) They take in charge of repair and maintenance of the equipments that are used.	4.3769	1.71299
30) They ask to have information on everything and keep on top of everything.	5.6154	1.21607
31) They don't refrain from taking responsibility for their friends.	5.7385	1.23611
32) They don't hesitate to undertake the works that are labelled as difficult by their friends.	5.6000	1.12477

Among the results obtained from interviews with public bank employees, the phrase "they share new information with their colleagues" is the highest observed item at 6.3615. The second most observable phrase is "They are eager to connect with people from whom they may get significant data." with an average value of 6.3462. If these two statements are interpreted, it can be said that public bank employees tend to access important information and share information with their colleagues instead of hiding them.

When the least observable expressions in the business environment are examined, it can be interpreted that the public employees do not prefer to be included in the private lives and social environments of their managers; looking at the phrase " They establish good communication with the family and friends of their managers." with an average value of 2.5692.

"They are in favor of same gender friendship." is the least observed item in the second place with an average value of 2.6846. Just as it was in private bank employees; gender

discrimination in working environments is observed among public bank employees at a low level.

Among the results of the observations, the highest average values and the items that the public bank employees observe the most in their business environment belong to the Information Management political tactic. These tactics, which are determined to have an average value of over 6, reveal the willingness of the employees to access the information and benefit from the power of information.

The political tactic in which the lowest values are measured is the Coalition Building. The reason of the fact that the desire to be together with similar people and groups is low may be the lack of loneliness in the working environment of the employees and that they don't feel in need of the power which coexistence brings. Nevertheless, the fact that the phrase " They make an effort to spend time together with the people who have the same world view." has been observed with an average value of 4.8231 suggests that public bank employees prefer to be together with their colleagues who think and live like they do.

2.3 Findings Based on the Observations of Employees with Different Duties and Responsibilities in Private Banks and Public Banks on the Use of Political Tactics in Working Environments

The table below shows the arithmetic mean of observations of the use of political tactics by private bank and public bank employees.

Table 5. Observations on the use of political tactics by private bank and public bank employees

Statements	Mean	Std. Deviation
1) They buy food and drinks for their colleagues, give presents to them and help them with their private matters.	5.2118	1.51445

2) They buy presents for their managers and help them with their private matters.	3.3412	1.83505
3) They support new beginning colleagues on the matters of finding a house, hosting and providing free transportation to work for them.	4.3882	1.84920
4) They talk positively about their managers.	4.9725	1.53028
5) They build sincere relations with their managers.	4.7725	1.67286
6) They establish good communication with the family and friends of their managers.	2.8431	1.78326
7) They help their managers with bureaucratic duties.	3.5922	1.94165
8) Instead of being jealous, they support good communication between their managers and other workers.	5.6824	1.43257
9) They share new information with their colleagues.	6.1922	1.07876
10) They work hard to equip themselves with know-how.	6.1804	1.08261
11) They are eager to connect with people from whom they may get significant data.	6.2471	1.11792
12) They pay attention to follow the fashion, dressing up new and original.	4.5412	1.65215
13) They treat other people kindly.	6.1333	1.08944
14) They try to have information in every field, they are eager to have intellectual manners.	5.2235	1.54494
15) They take charge and show active participation in the social activities (picnics, birthday parties, celebrations, etc.) with their colleagues.	5.1255	1.62653
16) They enjoy talking about the places they've seen, people they've met and the new information they've got.	5.6902	1.26821
17) They protect and support their countrymen.	4.2824	1.84185
18) They make an effort to spend time together with the people who have the same world view.	4.8549	1.65965
19) They are in favor of same gender friendship.	2.6863	1.77571
20) They pay attention to be together with the people who supports the same art, culture and sports community.	3.9216	1.85119
21) They prefer creating and joining the groups of the same speciality (attending to the same school or course, working in the same field, etc.).	3.5137	1.83546
22) They join some groups on social media platforms, share information and emotions (joining Facebook groups, making connections on LinkedIn, etc.).	4.1294	1.87054
23) They prefer joining the same labor organisations or syndicates with their friends.	3.6118	1.88713
24) They avoid taking over the mistakes of their friends.	3.2353	1.70442
25) They don't hesitate to mention the mistakes of their friends.	4.9922	1.73430
26) They blame others of the mistakes.	6.0039	1.55350
27) They refrain from liking and appreciating others' works.	5.9647	1.57075
28) They have a training on developing strategies and additional methods of doing a work.	5.5216	1.35686
29) They take in charge of repair and maintenance of the equipments that are used.	4.4510	1.77153
30) They ask to have information on everything and keep on top of everything.	5.5608	1.33813
31) They don't refrain from taking responsibility for their friends.	5.6667	1.28998
32) They don't hesitate to undertake the works that are labelled as difficult by their friends.	5.5882	1.19672

It is seen that the phrase "They are eager to connect with people from whom they may get significant data." is the most observed measure of Information Management political tactic with a value of 6.2471. The second and third phrases where the highest values are seen are "They share new knowledge with their colleagues." with an average value of 6.1922 and "They are not trying to equip themselves with technical knowledge." with an average value of 6.61804. Given that items with the second and third highest observational values are included in the scale to measure the observation of the use of the Information Management policy tool, as well as the one observed in the first place, it can be said that employees are prone to obtaining information in the work environment, being close to the source of information and therefore using the power of knowledge. Due to these findings; we can say that Information Management is a political tactic, which, according to other political tactics, is first observed among employees in both private and public banks.

One of the most observed phrases is "They treat other people kindly." with an average value of 6.1333. The fact that the Impression Management parameter results in an average value close to 7, which is one of the highest values observed, can be interpreted as an attempt to take advantage of the sense of respect that employees will have in their workplace when they show respect and politeness towards other.

The fact that the phrase " They join some groups on social media platforms, share information and emotions (joining Facebook groups, making connections on LinkedIn, etc.)." with an average value of 4.1294, is higher than phrases "They pay attention to be together with the people who supports the same art, culture and sports community." with a rate of 3.9216 and "They prefer creating and joining the groups of the same specialty (attending to the same school or course, working in the same field, etc.)."

with an average value of 3.5137 indicated that the employees are eager to form coalitions in social media more than they are eager to do the same in real life.

When the table is examined, the least observed expression of the Networking parameter in the working environment is the "They establish good communication with the family and friends of their managers." while the least observable expression of the Ingratiating political strategy is "They buy presents for their managers and help them with their private matters.". When these two items are examined, it can be interpreted that the efforts of the employees to establish close relations with the managers compared to the other statements are directly limited to the managers themselves and their business life, affecting their career life and career plans directly.

3. Findings Based on the Expectations on the Use of Political Tactics in the Working Environments of the employees in Public and Private Banks

In this part, the measured values of the political tactics that bank employees expect to use in the working environment will be interpreted by taking the results of the scale conducted from the employees into consideration.

3.1 Findings Based on the Expectations of Employees with Different Duties and Responsibilities in Private Banks on the Use of Political Tactics in Working Environments

The table below shows the arithmetic mean of expectations of the use of political tactics by private bank employees.

Table 6. Expectations on the use of political tactics by private bank employees

Statements	Mean	Std. Deviation
1) They should buy food and drinks for their colleagues, give presents to them and help them with their private matters.	4.1360	1.81101
2) They should buy presents for their managers and help them with their private matters.	3.1280	1.99990

3) They should support new beginning colleagues on the matters of finding a house, hosting and providing free transportation to work for them.	4.6480	1.77916
4) They should talk positively about their managers.	4.4240	1.88056
5) They should build sincere relations with their managers.	3.8560	2.03083
6) They should establish good communication with the family and friends of their managers.	3.3040	1.98877
7) They should help their managers with bureaucratic duties.	3.4960	1.94532
8) Instead of being jealous, they should support good communication between their managers and other workers.	5.2000	1.61645
9) They should share new information with their colleagues.	5.8960	1.31262
10) They should work hard to equip themselves with know-how.	6.0480	1.36107
11) They should be eager to connect with people from whom they may get significant data.	5.8560	1.44637
12) They should pay attention to follow the fashion, dressing up new and original.	4.3120	1.87692
13) They should treat other people kindly.	6.3600	1.05800
14) They should try to have information in every field, they are eager to have intellectual manners.	5.4080	1.56626
15) They should take charge and show active participation in the social activities (picnics, birthday parties, celebrations, etc.) with their colleagues.	5.2320	1.70925
16) They should enjoy talking about the places they've seen, people they've met and the new information they've got.	5.1920	1.63971
17) They should protect and support their countrymen.	3.6000	2.09069
18) They should make an effort to spend time together with the people who have the same world view.	3.9840	2.00798
19) They should be in favor of same gender friendship.	2.9120	2.07137
20) They should pay attention to be together with the people who supports the same art, culture and sports community.	3.8000	1.99596
21) They should prefer creating and joining the groups of the same speciality (attending to the same school or course, working in the same field, etc.).	3.6640	1.90899
22) They should join some groups on social media platforms, share information and emotions (joining Faacebook groups, making connections on LinkedIn, etc.).	4.3440	1.78300
23) They should prefer joining the same labor organisations or syndicates with their friends.	3.6880	1.95686
24) They should avoid taking over the mistakes of their friends.	3.2560	1.86610
25) They shouldn't hesitate to mention the mistakes of their friends.	5.1600	2.00965
26) They should blame others of the mistakes.	6.1120	1.54093
27) They should refrain from liking and appreciating others' works.	6.2000	1.57090
28) They should have a training on developing strategies and additional methods of doing a work.	6.0720	1.32699
29) They should take in charge of repair and maintenance of the equipments that are used.	4.7200	1.86910
30) They should ask to have information on everything and keep on top of everything.	5.4240	1.55161
31) They shouldn't refrain from taking responsibility for their friends.	5.5680	1.49912
32) They shouldn't hesitate to undertake the works that are labelled as difficult by their friends.	5.6000	1.51338

As a result of the scale study conducted with private bank employees, the highest measured item with an average value of 6.3600 is the statement " They should treat other people kindly.". This result shows that private bank employees are not polite enough towards each other in the work environment and employees are expecting this situation more than any other situation.

When the table is examined, it is determined that it is expected from the lowest level; " They should be in favor of same gender friendship.". Looking at this expression with an average value of 2.9120, it can be concluded that the expectation of employees' tendency to make friends in gender segregation in the work environment is rather low compared to other situations.

The expression in the second row of the table and having the lowest average value is; "They should buy presents for their managers and help them with their private matters.". Just as in the observational values examined above, the low rate of expectation for this item means that the private bank employees are generally not willing to be involved in the private lives of their manager.

The fact that the " Instead of being jealous, they should support good communication between their managers and other workers." measure, which is one of the expressions of the Networking parameter, is the highest measured phrase compared to other expressions means that good relations between employees and their managers in business environments are not encouraged by other employees and instead make them jealous. For this reason, it can be said that the expectation is high in this respect.

The fact that "They should join some groups on social media platforms, share information and emotions (joining Facebook groups, making connections on LinkedIn,

etc.)”has the highest estimated value of 4.3440 among the Coalition Building political tactic phrases indicates that private bank employees do care about social networks, the virtual environment, and showing their connections on social media platforms to other people.

The fact that the phrase " They should pay attention to follow the fashion, dressing up new and original." has the lowest average value of 4.3120 among Impression Management policy phrases indicates that employees rather share their behaviors and experiences rather than fashion senses. In addition, it is possible to think that the fact that most banks maintain a standard procedure on clothing for all their employees and encourages the employees to dress classically and elegantly causes the employees to think that they can't become distinct of each other via fashion. This fact may possibly be the reason behind the low average value of this phrase.

3.2 Findings Based on the Expectations of Employees with Different Duties and Responsibilities in Public Banks on the Use of Political Tactics in Working Environments

The table below shows the arithmetic mean of expectations of the use of political tactics by public bank employees.

Table 7. Expectations on the use of political tactics by public bank employees

Statements	Mean	Std. Deviation
1) They should buy food and drinks for their colleagues, give presents to them and help them with their private matters.	4.8000	1.76705
2) They should buy presents for their managers and help them with their private matters.	3.4692	1.90954
3) They should support new beginning colleagues on the matters of finding a house, hosting and providing free transportation to work for them.	5.0000	1.67979
4) They should talk positively about their managers.	4.9154	1.69831
5) They should build sincere relations with their managers.	4.7462	1.68583
6) They should establish good communication with the family and friends of their managers.	2.9692	1.78685

7) They should help their managers with bureaucratic duties.	3.5846	1.87097
8) Instead of being jealous, they should support good communication between their managers and other workers.	5.7231	1.26990
9) They should share new information with their colleagues.	6.4308	.93127
10) They should work hard to equip themselves with know-how.	6.5000	.78008
11) They should be eager to connect with people from whom they may get significant data.	6.2692	.89606
12) They should pay attention to follow the fashion, dressing up new and original.	4.5615	1.62349
13) They should treat other people kindly.	6.3846	.99911
14) They should try to have information in every field, they are eager to have intellectual manners.	5.2462	1.46304
15) They should take charge and show active participation in the social activities (picnics, birthday parties, celebrations, etc.) with their colleagues.	5.1154	1.44477
16) They should enjoy talking about the places they've seen, people they've met and the new information they've got.	4.9846	1.42505
17) They should protect and support their countrymen.	3.6846	2.01558
18) They should make an effort to spend time together with the people who have the same world view.	3.8000	1.80181
19) They should be in favor of same gender friendship.	2.6615	1.75894
20) They should pay attention to be together with the people who supports the same art, culture and sports community.	3.4308	1.82972
21) They should prefer creating and joining the groups of the same speciality (attending to the same school or course, working in the same field, etc.).	3.3538	1.78652
22) They should join some groups on social media platforms, share information and emotions (joining Faacebook groups, making connections on LinkedIn, etc.).	3.9147	1.79422
23) They should prefer joining the same labor organisations or syndicates with their friends.	3.4077	1.72845
24) They should avoid taking over the mistakes of their friends.	3.2308	1.94712
25) They shouldn't hesitate to mention the mistakes of their friends.	5.2000	1.86523
26) They should blame others of the mistakes.	6.0538	1.56171
27) They should refrain from liking and appreciating others' works.	6.3538	1.09871
28) They should have a training on developing strategies and additional methods of doing a work.	5.9923	1.26672
29) They should take in charge of repair and maintenance of the equipments that are used.	4.6385	1.67981
30) They should ask to have information on everything and keep on top of everything.	5.2385	1.55919
31) They shouldn't refrain from taking responsibility for their friends.	5.8154	1.23756
32) They shouldn't hesitate to undertake the works that are labelled as difficult by their friends.	5.6000	1.19170

The fact that the highest expectation measurement among the public banks belongs to the phrase "They should work hard to equip themselves with know-how." can be interpreted that the employees do not see each other competent at an advanced level.

The second highest expectation value of 6.4308 belongs to the phrase " They should share new information with their colleagues.". If the two highest expectations measured are considered together, they indicate that public bank employees see technical development and sharing of information as highly desirable values and expect them to happen at high levels in the working environment.

The phrase " They should be in favor of same gender friendship." is measured as the lowest expected phrase for public bank employees as it was for private bank employees.

The lowest phrases that were measured among public bank employees belong to the category "Coalition Building". The low expectations of employees in this regard can be interpreted as the fact that they do not feel the need to coexist with other people or groups similar to or close to them in order to feel strong or gain strength in working environment.

It is seen that the 9th, 10th and 11th phrases in the table, which measure the "Information Management" policy tactic, have the highest expectation values among other phrases. These results may indicate that public bank employees attach great importance to the use of information to gain power.

3.3 Findings Based on the Expectations of Employees with Different Duties and Responsibilities in Private Banks and Public Banks on the Use of Political Tactics in Working Environments

The table below shows the arithmetic mean of expectations of the use of political tactics by private bank and public bank employees.

Table 8. Expectations on the use of political tactics by private bank and public bank employees

Statements	Mean	Std. Deviation
1) They should buy food and drinks for their colleagues, give presents to them and help them with their private matters.	4.4745	1.81592
2) They should buy presents for their managers and help them with their private matters.	3.3020	1.95797
3) They should support new beginning colleagues on the matters of finding a house, hosting and providing free transportation to work for them.	4.8275	1.73479
4) They should talk positively about their managers.	4.6745	1.80330
5) They should build sincere relations with their managers.	4.3098	1.91197
6) They should establish good communication with the family and friends of their managers.	3.1333	1.89224
7) They should help their managers with bureaucratic duties.	3.5412	1.90453
8) Instead of being jealous, they should support good communication between their managers and other workers.	5.4667	1.47080
9) They should share new information with their colleagues.	6.1686	1.16333
10) They should work hard to equip themselves with know-how.	6.2784	1.12458
11) They should be eager to connect with people from whom they may get significant data.	6.0667	1.21323
12) They should pay attention to follow the fashion, dressing up new and original.	4.4392	1.75330
13) They should treat other people kindly.	6.3725	1.02644
14) They should try to have information in every field, they are eager to have intellectual manners.	5.3255	1.51370
15) They should take charge and show active participation in the social activities (picnics, birthday parties, celebrations, etc.) with their colleagues.	5.1725	1.57791
16) They should enjoy talking about the places they've seen, people they've met and the new information they've got.	5.0863	1.53451
17) They should protect and support their countrymen.	3.6431	2.04913
18) They should make an effort to spend time together with the people who have the same world view.	3.8902	1.90412
19) They should be in favor of same gender friendship.	2.7843	1.91876
20) They should pay attention to be together with the people who supports the same art, culture and sports community.	3.6118	1.91817
21) They should prefer creating and joining the groups of the same speciality (attending to the same school or course, working in the same field, etc.).	3.5059	1.85045
22) They should join some groups on social media platforms, share information and emotions (joining Faacebook groups, making connections on LinkedIn, etc.).	4.1260	1.79808
23) They should prefer joining the same labor organisations or syndicates with their friends.	3.5451	1.84565
24) They should avoid taking over the mistakes of their friends.	3.2431	1.90412
25) They shouldn't hesitate to mention the mistakes of their friends.	5.1804	1.93365
26) They should blame others of the mistakes.	6.0824	1.54877
27) They should refrain from liking and appreciating others' works.	6.2784	1.35046

28) They should have a training on developing strategies and additional methods of doing a work.	6.0314	1.29467
29) They should take in charge of repair and maintenance of the equipments that are used.	4.6784	1.77208
30) They should ask to have information on everything and keep on top of everything.	5.3294	1.55519
31) They shouldn't refrain from taking responsibility for their friends.	5.6941	1.37489
32) They shouldn't hesitate to undertake the works that are labelled as difficult by their friends.	5.6000	1.35623

When the results of the scales regarding the employees of the private and public banks are examined together, it is seen that the highest expectation value is observed in the Information Management political strategy. This suggests that the expectation of Information management tactics is at a high level, and that employees value the use of this parameter. On the other hand, the fact that the highest expectation value in the table belongs to the phrase "They should treat other people kindly." with an average value of 6.3725 indicates that there is a communication problem between the banking employees in general terms, the employees are not polite enough to each other and that everyone, personally, shares that expectation.

There are two phrases with an average value of 6.2784 which share the second highest value of expectation. From these items; the high average value of the phrase " They should refrain from liking and appreciating others' works." is interpreted as the fact that the work that employees produce is not appreciated in a fair or balanced manner, while the phrase " They should work hard to equip themselves with know-how." shows that having technical knowledge is a highly expected feature among bank employees.

The fact that "They should buy presents for their managers and help them with their private matters." and " They should establish good communication with the family and friends of their managers." phrases hold lower expectation rates than the other phrases of the Ingratiating and Networking parameters they belong indicates that the

employees has low willingness about getting involved with private lives and environments of their managers.

The expectation that the employees be polite and respectful to each other, which is considered in the phrase "They should treat other people kindly.", is the highest expectation shared by most employees with an average value of 6.3725.

It is observed that the phrases of which the Coalition Building parameter is measured have the lowest expectation value compared to other political tactic expressions. However, the phrase "They should join some groups on social media platforms, share information and emotions (joining Facebook groups, making connections on LinkedIn, etc.)." holds an average value of 4.1260 which indicates that all the bank employees favor the social media platforms to form social circles, be together, show coexistence and share things. It can be interpreted that the creation of these associations in the social media rather than within the company is the tendency of the employees to show the connections they have on social platforms to the people outside the company.

4. What are the Relations Between the Observations and Expectations of the Employees with Different Duties and Responsibilities in Private Banks and Public Banks on Political Tactical Parameters Used in the Working Environments?

In this part, the observation index, expectation index, and actual observation index values calculated by the political tactical scale data that employees observe and expect to be used in the working environment obtained from the interviews with bank employees will be interpreted.

4.1 Observations and Expectations on the Parameters of Political Tactics Used in Private Banks

In the table below, the observation index, expectation index, and actual observation index values for the use of political tactics by private bank employees are given.

Table 9. Political tactical use parameters of private bank employees

Political Tactic Parameters	Observation Index OI	Expectation Index EI	Real Observation Index / Case Index ROI
	(X)	(X)	(%)
1) Ingratiating	4.32	4.08	74.11
2) Networking	4.23	3.96	74.77
3) Information Management	6.06	5.93	71.53
4) Impression Management	5.33	5.30	70.59
5) Coalition Building	3.95	3.71	74.52
6) Scapegoating	5.07	5.18	68.51
7) Increasing Indispensability	5.35	5.48	68.33

Examining the use of political tactical parameters of private bank employees, it is seen that Information Management has the highest observation and expectation rates. However, the Networking parameter has 74.77%, which is the highest percentage of the real observation index. The observational index of this parameter is higher than its expectation index. This result means that the Networking parameter is used high by private bank employees and that employees are particularly prone to gain power by establishing close relationships with their managers.

Coalition Building is the tactic that the lowest observation and expectation rates are seen. It is seen that both the observations and expectations regarding the use of this tactic by employees are low and thus the real observation index can be calculated as 74.52%, which is a high value.

The parameter which has the minimum real observation index is " Increasing Indispensability ". Observation and expectation rates of this index are measured as high as 5 but the observation index is lower than the expectation index, indicating that private bank employees prefer to use this tactic and do not find the amount of usage in the present situation satisfactory.

The fact that the observation indexes of the parameters of Networking, Information Management, Impression Management and Coalition Building among the private bank employees are higher than their expectation indexes can be interpreted as the employees in the corporate environment observe the use of those tactics much more than they expect.

4.2 Observations and Expectations on the Parameters of Political Tactics Used in Public Banks

In the table below, the observation index, expectation index, and actual observation index values for the use of political tactics by public bank employees are given.

Table 10. Political tactical use parameters of public bank employees

Political Tactic Parameters	Observation Index OI	Expectation Index EI	Real Observation Index / Case Index ROI
	(X)	(X)	(%)
1) Ingratiating	4.63	4.55	71.23
2) Networking	4.21	4.23	69.66
3) Information Management	6.35	6.40	69.45
4) Impression Management	5.32	5.26	70.79
5) Coalition Building	3.75	3.47	75.64
6) Scapegoating	5.03	5.21	67.58
7) Increasing Indispensability	5.37	5.46	68.84

When the table regarding the use of political tactics among public bank employees is examined, it is seen that Information Management measures the highest average value

as it does among private bank employees. However, the fact that the observation index is below the expectation index means that acquiring information, having important information or being close to important people, is highly preferred in public banks, but it is not observed as much as it is expected. For this reason, Information Management is one of the lowest observed tactics with a 69.45% observation index.

The Coalition Building tactic has the lowest observation and expectation indices but the highest percentage of real observation index. Based on this outcome, it can be said that public bank employees have a low incentive to use or protect power by coexisting with people or groups similar to themselves, which also lowers the tendency to use this tactic.

The lowest real observation index calculated from the scale data of employees of public banks belongs to Scapegoating parameter with 67.58%. The fact that the observation and expectation is over five percent indicates that the use of this tactic is preferred by employees and that their willingness to declare others guilty and not accept problems and mistakes is higher than the current degree of those acts.

The average real observation index is calculated as 71.46% for 7 political tactics in private banks and 70.45% in public banks. This indicates that the use of political tactics is higher in private banks than in public banks, and private bank employees prefer to use these tactics more than public bank employees.

4.3 Observations and Expectations on the Parameters of Political Tactics Used in Private Banks and Public Banks

In the table below, the observation index, expectation index, and actual observation index values for the use of political tactics by private bank and public bank employees are given.

Table 11. Political tactical use parameters of private bank and public bank employees

Political Tactic Parameters	Observation Index OI	Expectation Index EI	Real Observation Index / Case Index ROI
	(X)	(X)	(%)
1) Ingratiating	4.48	4.32	72.59
2) Networking	4.22	4.10	72.04
3) Information Management	6.21	6.17	70.45
4) Impression Management	5.33	5.28	70.66
5) Coalition Building	3.85	3.59	75.06
6) Scapegoating	5.05	5.20	67.98
7) Increasing Indispensability	5.36	5.47	68.59

Correlations (r): OI-EI = 0.99, OI-ROI = -0.68, EI-ROI = -0.77 (Significant at .001 level)

When the average real observations index of all bank employees is taken into consideration, which about 71.05%, it can be concluded that the use of political tactics is observed and expectations are met.

The Scapegoating and Increasing Indispensability are the two parameters that the expectation index is higher than the observation index and due to that fact, the real observation index is the lowest. Despite having high observations and expectation rates, the low real observation index can be explained by the fact that the bank employees do not think that those parameters are used at a sufficient level.

Observation and expectation ratios of the Increasing Indispensability parameter are higher than others, which means that rather than establishing social relations, the employees prefer to specialize in the topics they work on to also be consulted in other matters and want to gain strength by becoming a much needed, important person.

The fact that the Information Management has the highest values among all parameters and that the observation index is higher than expected indicates that the employees

attach great importance to the use of this tactic in their work environment and that they see information and the correct usage of it as the most important elements to strengthen themselves.

When the reciprocal correlations of the values are considered, it is seen that Pearson Moment correlation value between OI-EI is $r = .99$, correlation between OI-ROI is $r = -.68$ and correlation between EI-ROI is $r = -.77$. These values indicate that expectations about the use of tactics tend to decrease as the use of political tactics increases in the business environment.

4.4 Comparison of Private Banks and Public Banks on the Political Tactical Parameters at Observation and Expectation Levels

Comparison data collected by using independent samples t test at the observation and expectation levels of the political tactical parameters examined in the study is presented.

4.4.1 Comparison of Political Tactical Parameters at the Observation Level between Private Banks and Public Banks

Table 12. Comparison of private banks and public banks according to the observations of the use of political tactics - Independent Samples Test

Political Tactics	Private Banks Mean	Public Banks Mean	t-statistic (2-tailed)	df	Significance
Ingratiating	4.32	4.63	-1.994	255	.047
Networking	4.23	4.21	.114	255	.910
Information Management	6.06	6.35	-2.750	255	.006

Impression Management	5.33	5.32	-.812	255	.417
Coalition Building	3.95	3.75	.755	255	.451
Scapegoating	5.07	5.03	.206	255	.837
Increasing Indispensability	5.35	5.37	-.094	255	.925

According to the result of the t test applied at the observation level, it is found that there is a minor difference at the $p < .05$ level ($p < .047$) between the opinions of private bank employees and public bank employees regarding the use of political tactic of Ingratiating in work environment. Comparing the observed mean values of political tactic of Ingratiating, public banks have a higher value.

As a result of the t test, it is found that there is no significant difference at the $p < .05$ level ($p > .910$) between the views of private bank employees and public bank employees regarding the use of the political tactic of Networking in the work environment. If this value is interpreted, observations on the use of the tactic of Networking can be concluded that the workplace does not vary according to whether it is a private bank or a public bank.

In accordance with the result of the t test regarding the use of the political tactic of Information Management, it is found that there is a significant difference at the $p < .05$ level ($p < .006$) between the views of private bank employees and public bank employees. Comparing the observed mean values of political tactic of Information Management, public banks have a higher value.

According to the result of the t test regarding the parameter of the political tactic of Impression Management, it is found that there is no significant difference at the $p < .05$

level ($p < .417$) between the views of private bank employees and public bank employees on the observation of the use of this tactic at the work place. If this value is interpreted, observations on the use of the tactic of Impression Management can be concluded that the workplace does not vary according to whether it is a private bank or a public bank.

As a result of the t test, it is found that there is no significant difference at the $p < .05$ level ($p > .451$) between the views of private bank employees and public bank employees regarding the use of the political tactic of Coalition Building at the work environment. If this value is interpreted, observations on the use of the tactic of Coalition Building can be concluded that the workplace does not vary according to whether it is a private bank or a public bank.

In accordance with the result of the t test regarding the parameter of the political tactic of Scapegoating, it is found that there is no significant difference at the $p < .05$ level ($p < .837$) between the views of private bank employees and public bank employees on the observation of the use of this tactic at the work place. If this value is interpreted, observations on the use of the tactic of Scapegoating can be concluded that the workplace does not vary according to whether it is a private bank or a public bank.

According to the result of the t test regarding the observation of the use of the political tactic of Increasing Indispensability, it is found that there is no significant difference at the $p < .05$ level ($p < .925$) between the views of private bank employees and public bank employees. If this value is interpreted, observations on the use of the tactic of Increasing Indispensability can be concluded that the workplace does not vary according to whether it is a private bank or a public bank.

Table 13. Gender-based comparison regarding the observations of the use of political tactics in private banks and public banks - Independent Samples Test

	Women	Men	t-statistic (2-tailed)	df	Significance
Political Tactics	4.81	4.84	-.462	255	.645

According to the result of the t test applied to get the results of the gender-based comparison regarding the observation of the use of the political tactics in private and public banks, it is found that there is no significant difference at the $p < .05$ level ($p < .645$) between the views of male and female employees.

If this value is interpreted, the observations on the use of the political tactics in the banks can be concluded that the gender does not vary according to whether it is a male or female.

4.4.2 Comparison of Political Tactical Parameters at the Expectation Level between Private Banks and Public Banks

Table 14. Comparison of private banks and public banks according to the expectations of the use of political tactics - Independent Samples Test

Political Tactics	Private Banks Mean	Public Banks Mean	t-statistic (2-tailed)	df	Significance
Ingratiating	4.08	4.55	-2.644	255	.009
Networking	3.96	4.23	-1.840	255	.067
Information Management	5.93	6.40	-3.569	255	.000
Impression Management	5.30	5.26	-.227	255	.821

Coalition Building	3.71	3.47	1.348	255	.179
Scapegoating	5.18	5.21	-.309	255	.758
Increasing Indispensability	5.48	5.46	.151	255	.880

According to the result of the t test applied at the expectation level, it is found that there is a significant difference at the $p < .05$ level ($p < .009$) between the opinions of private bank employees and public bank employees regarding the use of political tactic of Ingratiating in work environment. Comparing the expected mean values of political tactic of Ingratiating, public banks have a higher value.

As a result of the t test, it is found that there is no significant difference at the $p < .05$ level ($p > .067$) between the views of private bank employees and public bank employees regarding the use of the political tactic of Networking in the work environment. If this value is interpreted, expectations on the use of the tactic of Networking can be concluded that the workplace does not vary according to whether it is a private bank or a public bank.

In accordance with the result of the t test regarding the use of the political tactic of Information Management, it is found that there is a significant difference at the $p < .05$ level ($p < .001$) between the views of private bank employees and public bank employees. Comparing the expected mean values of political tactic of Ingratiating, public banks have a higher value.

According to the result of the t test regarding the parameter of the political tactic of Impression Management, it is found that there is no significant difference at the $p < .05$ level ($p < .821$) between the views of private bank employees and public bank

employees on the expectation of the use of this tactic at the work place. If this value is interpreted, expectations on the use of the tactic of Impression Management can be concluded that the workplace does not vary according to whether it is a private bank or a public bank.

As a result of the t test, it is found that there is no significant difference at the $p < .05$ level ($p > .179$) between the views of private bank employees and public bank employees regarding the use of the political tactic of Coalition Building at the work environment. If this value is interpreted, expectations on the use of the tactic of Coalition Building can be concluded that the workplace does not vary according to whether it is a private bank or a public bank.

In accordance with the result of the t test regarding the parameter of the political tactic of Scapegoating, it is found that there is no significant difference at the $p < .05$ level ($p < .758$) between the views of private bank employees and public bank employees on the expectations of the use of this tactic at the work place. If this value is interpreted, expectations on the use of the tactic of Scapegoating can be concluded that the workplace does not vary according to whether it is a private bank or a public bank.

According to the result of the t test regarding the expectation of the use of the political tactic of Increasing Indispensability, it is found that there is no significant difference at the $p < .05$ level ($p < .880$) between the views of private bank employees and public bank employees. If this value is interpreted, expectations on the use of the tactic of Increasing Indispensability can be concluded that the workplace does not vary according to whether it is a private bank or a public bank.

Table 15. Gender-based comparison regarding the expectations of the use of the political tactics in private and public banks - Independent Samples Test

	Women	Men	t-statistic (2-tailed)	df	Significance
Political Tactics	4.69	4.80	-.907	255	.365

According to the result of the t test applied to get the results of the gender-based comparison regarding the expectation of the use of the political tactics in private and public banks, it is found that there is no significant difference at the $p < .05$ level ($p < .377$) between the views of male and female employees.

If this value is interpreted, the expectations on the use of the political tactics in the banks can be concluded that the gender does not vary according to whether it is a male or female.

CHAPTER 5

CONCLUSION AND DISCUSSION

Within the scope of the study, a total of 255 people consisting of 24 private bank and 131 public bank employees were interviewed. 76 female, 48 male employees in private banks and 43 female, 88 male employees in public banks were reached.

First of all, in our sample the most frequent level of expertise among the bank employees was measured as 1-5 years. Similarly, the level of education at the undergraduate level is the most common level of education in both private and public banks with 169 people in total. It was measured that 46 of the 255 employees working in banks with different duties and responsibilities were managers while 209 were at the expert level. It has been determined that these differences have affected the observation and expectation rates of political tactics in business environments.

In addition, regarding the observations of the use of political tactics in business environments by personnel working in different roles and responsibilities in private banks and public banks;

The highest values observed by private bank employees in the work environment are the items for which the Information Management parameter is measured. The lowest observed value is the "They are in favor of the same gender friendship", under the Coalition Building parameter. When evaluating the use of observations of political

tactical parameters, it was determined that private bank employees prefer to establish more private and sincere relationships with their colleagues and managers in the work environment.

Among the results obtained from interviews with public bank employees, the phrase "They should share new information with their colleagues." is the highest observed item with an average value of 6.3615. The highest average values of public bank employees' observation results related to the use of political tactics and the items that public bank employees most observe in the work environment belong to the Information Management political tactic. It has been determined that public bank employees do not prefer to be included in the managers' private lives and social circles, as in the case of private bank employees, with the article "They establish good communication with the family and friends of their managers." with an average value of 2.5692 is in the first place among the least observed expressions in the business environment. "They are in favor of same gender friendship." is the least observed item in the second place with an average value of 2.6846.

Regarding the expectations of personnel working in private banks and public banks regarding the use of political tactics in business environments;

The expression with the highest expectation value in private banks is "They should treat other people kindly." under the Impression Management parameter. The item "They should join some groups on social media platforms, share information and emotions (joining Facebook groups, making connections on LinkedIn, etc.)" has the highest value among the expressions of the Coalition Building political tactic with an average value of 4.3440. The item with the lowest expectancy is "They should be in favor of same gender friendship."

The expression with the highest expectation rate among Public bank employees is determined as "They should work hard to equip themselves with know-how.". Among the expressions in which political tactical parameters are measured, the ninth, tenth and eleventh items, where the expectation of the use of the Information Management political tactic is measured, are seen to have the highest values compared to other expressions. Among the political tactical parameters measured in interviews with public bank employees, expressions that generally take the lowest expectation average are those under Coalition is measured.

As a result of the scale evaluations; Information Management is the political tactic observed at the highest value of observation and expectation index values for both private and public banks. Although average observation value (3.85) and average expectation value (3.59) index values were measured the lowest among political tactics, the political tactic which the real observation value was highest at 75.06% was Coalition Building. The highest observed second and third political tactics for use in the business environment are Ingratiating with an average value of 72.59% and Networking with an average value of 72.04%. These three political tactics are at the same time among the measured political tactics mainly concerned with socialization, relationship building and community building. Scapegoating is the political tactic in which the real observation index for both types of bank employees is the least measured (67.98%) and its use is not found sufficient. Another tactic with a low real observation index is Increasing Indispensability with an average value of 68.59%. When these values were examined, it was concluded that both types of bank employees used 7 measured political tactics but did not see the use of Scapegoating and Increasing Indispensability tactics at an adequate level.

The observation, expectation and real observation values (general usage values) of the political tactics used in the business environment of the private and public bank employees differ significantly. Observational values of the use of political tactics in private banks from highest to lowest are; Networking, Coalition Building, Ingratiating, Information Management, Impression Management, Scapegoating and Increasing Indispensability. Observational values of the use of political tactics in public banks from highest to lowest are; Coalition Building, Ingratiating, Impression Management, Networking, Information Management, Increasing Indispensability and Scapegoating. When the general political tactical usage rate is calculated, the real observation rate average is calculated as 71.76% for private banks and 70.45% for public banks. The fact that this ratio is higher in private banks may indicate that private bank employees feel more stressed and under pressure in order to achieve success and maintain their current position, in short, to attain and preserve power. It might be the case that the use of political tactics among public bank employees is lower than that of private bank employees because public bank employees feel more secure and do not have as high anxiety as private bank employees about preserving their rights or moving forward in their careers.

Our results suggest that observation and expectation rates of political tactical use of female and male employees, whether they work in private or public banks, don't differ.

Based on our results, it has been determined that employees resort to political tactics in their working environments. They often use political tactics consciously or unconsciously for their personal interests. Besides the legal rules set in the work environment, the employees use some illegal forces, that is, political tactics in the

direction of various strategies, in order to be close to the power, gain power and use this power when necessary.

This study may be a contribution to governance in private and publicly owned institutions, as well as an example of a broad-based survey in private and public banks.

The "Use of Political Tactics" scale, which has validity and reliability within the scope of the research, can be used as a reliable data collection tool for determining the observation and expectation values of the use of political tactics in the work environment among employees. Future studies could focus on the following: First, applying this scale to working groups for different sectors can provide an additional test of its validity and reliability.

In this study, political tactics were found to be used by workers in the work environment. Using this information, it is possible to carry out studies that will increase the knowledge and awareness of employees and managers of companies in the institutional structure.

As the preferences for the use of political tactics provide information about the personality analysis of the employees as well as the company environment and organization, the researches carried out in this regard can be increased.

APPENDIX : SURVEY (Turkish Version)

İŞ YERİNDE YÖNETSEL - ÖRGÜTSEL TAKTİKLER ANKETİ

Değerli Meslektaşım,

Bu araştırma çalışanların iş ortamında kullandıkları yönetsel-örgütsel taktikleri belirlemek ve geliştirmek amacıyla gerçekleştirilecektir. Verdiğiniz cevaplar belirtilen amaç dışında kullanılmayacaktır. Anket çalışanların gözlemleri ve beklentilerini belirlemek ile ilgili soru ve ifadelerden oluşturulmuştur. Lütfen anketi cevaplarırken isim kullanmayınız. Araştırmaya yapmış olduğunuz katkı için teşekkür ederiz.

Seda Yumuş, Kadir Has Üniversitesi İşletme Yönetimi Yüksek Lisans Öğrencisi

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KİŞİSEL BİLGİLER

1. Cinsiyetiniz: Kadın Erkek
2. Kıdeminiz: 1-5 yıl 6-10 Yıl 11-15 Yıl 16-20 Yıl 20+
3. Eğitim Düzeyi : Ön lisans Lisans Yüksek lisans Doktora Diğer (.....)
4. Uzmanlık Alanı :
5. İş Yerindeki Statünüz: Yönetici Uzman
6. Çalıştığınız Kurumun Bağlı Bulunduğu Sektör: Özel Sektör Kamu Sektörü

BÖLÜM I - GÖZLEM

Bu bölümde çalışanların iş ortamında kullandıkları yönetsel - örgütsel taktikler ile ilgili **GÖZLEMLERİ** içeren ifadeler ve görüşlerinize ait puanlar yer almaktadır. Görüşleriniz **(7) Kesinlikle katılıyorum** ile **(1) Kesinlikle katılmıyorum** aralığında derecelendirilmiştir. Lütfen görüş puanlarınızı (X) şeklinde işaretleyiniz.

S. No	İFADELER	GÖRÜŞ PUANLARI						
		7	6	5	4	3	2	1

	İş yerimde:						
1	Arkadaşlarına yiyecek, içecek ısmarlamakta, hediyeler almakta ve özel işlerinde onlara yardımcı olmaktadırlar.	()	()	()	()	()	()
2	Yöneticilerine hediyeler almakta ve özel işlerinde onlara yardımcı olmaktadırlar.	()	()	()	()	()	()
3	İşe yeni başlayan arkadaşlarına ev bulma, misafir etme, ücretsiz işe ulaşımını sağlama gibi konularda destek olmaktadırlar.	()	()	()	()	()	()
4	Yöneticileri hakkında olumlu konuşmaktadırlar.	()	()	()	()	()	()
5	Yöneticileri ile samimi ilişkiler kurmaktadırlar.	()	()	()	()	()	()
6	Yöneticilerinin ailesi ve çevresi ile iletişim kurmaktadırlar.	()	()	()	()	()	()
7	Yöneticilerine bürokratik işlerde yardımcı olmaktadırlar.	()	()	()	()	()	()
8	Yöneticilerinin diğer çalışanlarla olan iletişimini kıskanmamakta, desteklemektedirler.	()	()	()	()	()	()
9	İş arkadaşları ile edindikleri yeni bilgileri paylaşmaktadırlar.	()	()	()	()	()	()
10	Kendilerini teknik bilgiler ile donatmaya çabalamaktadırlar.	()	()	()	()	()	()
11	Önemli bilgiler edinebilecekleri insanlar ile iletişim kurmak istemektedirler.	()	()	()	()	()	()
12	Yeni ve farklı giyinmeye, modayı takip etmeye özen göstermektedirler.	()	()	()	()	()	()
13	Etraftaki insanlara kibar davranmaktadırlar.	()	()	()	()	()	()
14	Her alanda bilgi sahibi olmaya çalışarak, entelektüel davranışlarda bulunmak istemektedirler.	()	()	()	()	()	()
15	İş arkadaşlarıyla yapılan sosyal organizasyonlarda (piknik, doğum günü, kutlamalar vb.) aktif görev almakta, katılım göstermektedirler.	()	()	()	()	()	()
16	Gezilen yerler, tanınan kişiler ve yeni edinilen bir bilgi hakkında konuşmaktan hoşlanmaktadırlar.	()	()	()	()	()	()
17	Hemşerilerine sahip çıkmakta, onları korumaktadırlar.	()	()	()	()	()	()
18	Aynı dünya görüşüne sahip insanlarla birlikte vakit geçirmeye gayret etmektedirler.	()	()	()	()	()	()
19	Aynı cinsiyetteki insanların arkadaşlık kurmasından yana tavır sergilemektedirler.	()	()	()	()	()	()
20	Aynı spor, sanat, kültür topluluğunu destekleyen insanlarla bir arada olmaya özen göstermektedirler.	()	()	()	()	()	()
21	Aynı uzmanlığı paylaşan grupları oluşturmayı ve katılmayı tercih etmektedirler. (Aynı okula, kursa gitmiş olma, aynı iş alanında çalışma vb.)	()	()	()	()	()	()
22	Sosyal medya platformlarında yer alan gruplara üye olmakta, bilgi ve duygu paylaşımında bulunmaktadırlar. (Facebook gruplarına katılma, LinkedIn'de bağlantı kurma vb.)	()	()	()	()	()	()

23	Arkadaşlarıyla aynı sendika ya da iş örgütlerine üye olmayı tercih etmektedirler.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24	Arkadaşlarının yanlışlarını üstlenmekten kaçınmaktadırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25	Arkadaşlarının hatalarını dile getirmekten çekinmemektedirler.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26	Hatalardan ve yanlışlardan başkalarını sorumlu tutmaktadırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27	Başkalarının işlerini beğenmekten ve takdir etmekten kaçınmaktadırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28	Bir işin yapılmasında ek yöntemler, stratejiler geliştirici eğitim almaktadırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29	Kullanılan araçların tamir ve bakımını üstlenmektedirler.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30	Her şeyden haberdar ve her konuda bilgi sahibi olmak istemektedirler.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31	Arkadaşları için sorumluluk almaktan kaçınmamaktadırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32	Arkadaşlarının zor olarak nitelendirdiği işleri üstlenmekten çekinmemektedirler.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

BÖLÜM II - BEKLENTİ

Bu bölümde çalışanların iş ortamında kullandıkları yönetsel - örgütsel taktikler ile ilgili **BEKLENTİLERİ** içeren ifadeler ve görüşlerinize ait puanlar yer almaktadır. Görüşleriniz **(7) Kesinlikle katılıyorum ile (1) Kesinlikle katılmıyorum** aralığında derecelendirilmiştir. Lütfen görüş puanlarınızı (X) şeklinde işaretleyiniz.

S. No	İFADELER	GÖRÜŞ PUANLARI						
		7	6	5	4	3	2	1
	İş yerimde:							
1	Arkadaşlarına yiyecek, içecek ısmarlamalı, hediyeler almalı ve özel işlerinde yardımcı olmalıdırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Yöneticilerine hediyeler almalı ve özel işlerinde yardımcı olmalıdırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	İşe yeni başlayan arkadaşlarına ev bulma, misafir etme, ücretsiz işe ulaşımını sağlama gibi konularda destek olmalıdırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Yöneticileri hakkında olumlu konuşmalıdırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Yöneticileri ile samimi ilişkiler kurmalıdırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	Yöneticilerinin ailesi ve çevresi ile iletişim kurmalıdırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	Yöneticilerine bürokratik işlerde yardımcı olmalıdırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8	Yöneticilerinin diğer çalışanlarla olan iletişimlerini kiskanmamalı, desteklemelidirler.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9	İş arkadaşları ile edindikleri yeni bilgileri paylaşmalıdırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10	Kendilerini teknik bilgiler ile donatmaya çabalamalıdırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11	Önemli bilgiler edinebilecekleri insanlar ile iletişim kurmaya çalışmalıdırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12	Yeni ve farklı giyinmeye, modayı takip etmeye özen göstermelidir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13	Etrafındaki insanlara kibar davranmalıdırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14	Her alanda bilgi sahibi olmaya çalışarak, entelektüel davranışlarda bulunmalıdırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15	İş arkadaşları ile yapılan sosyal organizasyonlarda (piknik, doğum günü, kutlamalar vb.) aktif görev alır, katılım göstermelidirler.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16	Geziği yerler, tanıdığı kişiler ve yeni edindiği bir bilgi hakkında konuşmaktan hoşlanırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17	Hemşerilerine sahip çıkmalı, onları korumalıdırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18	Aynı dünya görüşüne sahip insanlarla birlikte vakit geçirmeye gayret etmelidirler.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19	Aynı cinsiyetteki insanların arkadaşlık kurmasından yana tavır sergilemelidirler.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20	Aynı spor, sanat, kültür topluluğunu destekleyen insanlarla bir arada olmaya özen göstermelidirler.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21	Aynı uzmanlığı paylaşan grupları oluşturmayı ve katılmayı tercih etmelidirler. (Aynı okula, kursa gitmiş olma, aynı iş alanında çalışma vb.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22	Sosyal medya platformlarında yer alan gruplara üye olmalı, bilgi ve duygu paylaşımında bulmalıdırlar. (Facebook gruplarına katılma, LinkedIn’de bağlantı kurma vb.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23	Arkadaşlarıyla aynı sendika ya da iş örgütlerine üye olmayı tercih etmelidirler.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24	Arkadaşlarının yanlışlarını üstlenmekten kaçınmalıdırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25	Arkadaşlarının hatalarını dile getirmekten çekinmemelidirler.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26	Hatalardan ve yanlışlardan başkalarını sorumlu tutmalıdırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27	Başkalarının işlerini beğenmekten ve takdir etmekten kaçınmalıdırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28	Bir işin yapılmasında ek yöntemler, stratejiler geliştirici eğitim almalıdırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29	Kullanılan araçların tamir ve bakımını üstlenmelidirler.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30	Her şeyden haberdar ve her konuda bilgi sahibi olmak istemelidirler.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

31	Arkadařları için sorumluluk almaktan kaçınmamalıdır.	()	()	()	()	()	()	()
32	Arkadařlarının zor olarak nitelendirdiđi işleri üstlenmekten çekinmemelidirler.	()	()	()	()	()	()	()



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