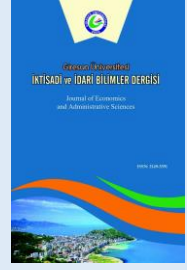


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THE RELATIONSHIP BETWEEN SOCIAL MEDIA USAGE AMONG CEOs AND THE PROFILES OF THEIR FOLLOWERS

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ABSTRACT

Social media is now a widespread daily-used communication way. Therefore it is indispensable to avoid its influence on leadership processes. This paper will investigate whether or not there is a link in between social media usage of CEOs and their followers' profiles. For this purpose the results of related survey was analyzed using a SPSS packet programme. The participants of this survey come from different countries and this enables a more global outcome. It was found that there are some differences about the affects of social media usage of CEOs on their followers, who are from different sociodemographic backgrounds. Recommendations were given to CEOs based on the findings of this study.

CEO'LARIN SOSYAL MEDYA KULLANIMI VE TAKİPÇİLERİNİN ÖZELLİKLERİ ARASINDAKİ İLİŞKİ

ÖZ

Sosyal medya günlük hayatta kullanımı yaygınlaşmış bir iletişim aracıdır. Bu nedenden ötürü sosyal medyanın liderlik sürecine etkisi göz ardı edilemez. Bu çalışma CEO'ların sosyal medya kullanımı ile takipçilerinin profilleri arasında bir ilişki olup olmadığını araştırmaktadır. Bu amaçla gerçekleştirilen anket çalışmasının sonuçları SPSS paket programı ile analiz edilmiştir. Anket çalışmasına farklı ülkelerden katılım olduğu için sonuçlar küresel olarak değerlendirilebilmektedir. CEO'ların sosyal medya kullanımlarının, farklı sosyodemografik yapılarıdaki takipçilerinin üzerinde farklı etki oluşturduğu bulunmuştur. Çalışmanın sonuçları doğrultusunda CEO'lara tavsiyelerde bulunulmuştur.

Anahtar Kelimeler: Liderlik, Sosyal Medya, CEO'lar

Jel Sınıflandırması: M10, M19

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INTRODUCTION

Today, the social media is widely used across the World. Accordingly, it has many impacts on different areas of the life. The leadership is one of those areas that is also under the influence of the social media. This is directly related with the basic origin of leadership: 'interaction'. The interaction in leadership is generally seen between a leader and followers, but the leadership concept is open to any impacts of other related dimensions, 'internal and external factors'. So, the social media usage is also a source of external influence on leadership.

Men and Tsai (2016: 932) suggest that CEO-public engagement positively effects perception of public about CEOs in terms of authenticity and approachability, and thus public's trust and satisfaction was also positively influenced. According to their study, the publics engage with CEOs through SNSs (Social Network Sites) because of thought leadership and task attraction, which occur as the primary motivations for publics to like and follow CEOs on SNSs.

Blogging is one means of self-expression. Therefore, if a CEO is blogging, this act is evidence of the self-transparency of the CEO. The subordinates and the rest of the public could learn more about the personality of the top manager and could decide more easily whether to follow the leader or not.

Public relation practitioners who blog, feel more expertise and prestige power than those who do not blog. In a sense, when practitioners write or maintain blogs, they see increased prestige power for themselves as a result of this act (Porter, Sweetser, Chung, & Kim, 2007: 94). So, blogging can create advantageous positions for practitioners for different goals. Accordingly, the leadership practice can be related with this.

It is important to accept the importance of motivation, in order to become a social media strategist. In the sample of a study, which was conducted to determine whether or not Twitter is a tool that can establish leadership; internal motivation positively correlated with Twitter rank, grade, and percentile. Generally, if there is success for a leader, it arises from internal motivation. (Sweetser & Kelleher, 2011: 428). This is also an indication of how interaction is important for the leadership behavior.

If a leader is self-motivated, this characteristic makes the leader a motivator. When the public see this personal characteristic, they could be more keen on trusting this leader. Thus, the ties are strengthened, which allows a leader and followers accomplish common goals.

The leaders should engage with social media today, firstly, because the social media helps leaders to build personal brand low-costly through communicating who they are both within as well as outside their company; secondly, it allows leaders to engage with their peers, employees, customers and the broader public, especially younger generations, in the same way they expect from everyone in daily life; thirdly, it gives the leaders an opportunity to learn from instant information and real feedback (Dutta, 2010).

This paper will investigate whether or not there is a link between social media usage of CEOs and their followers' profiles. For this purpose, the results of 107 answered survey was analyzed with SPSS packet programme. The participants of this survey come from different countries and this enables a more global outcome.

1. Literature Review

Leadership is one of the most widely researched and popular topics in management between researchers. Although making a common definition of leadership is not so easy, there are several theories related to it. These include the skills approach, the behavioral approach, the situational approach, and the modern leadership approach. The modern leadership approach consists of transformational leadership, transactional leadership and charismatic leadership (Bozkurt & Goral, 2014: 171).

Northouse (2016) defines leadership as a process whereby an individual influences a group of individuals in order to accomplish a common goal. Defining leadership as a process means that it is not a trait or characteristic that belongs to the leader, but rather a transactional event that is between the leader and her/his followers. Process points out that a leader affects and is affected by their followers. This means that leadership is not a one-way event, but rather an interactive event. When leadership is defined in this case, it becomes available to everyone and is not restricted to the formally appointed leader in a group. On the other hand there is much has been written in the popular press and academic research literature about leadership (Northouse, 2016: 6-16).

Robbins and Coulter (2007) said that leader is who can influence others and who has managerial authority. Leadership is both what leaders do, and more specifically, the process of influencing a group to attain goals (Robbins & Coulter, 2007: 488).

2. CEOs and Leadership Approaches

Steve Jobs, had once said, “I have this really incredible product inside me and I have to get it out” (Sculley, 2011). The visionary products of Apple Inc. Such as iPhone and iPad have revolutionized the personal computer and electronic devices, changing the way people function. This is an example of a leader for whom intelligence was a key trait (Northouse, 2016: 24). One colleague said “Jobs was one of those CEOs who ran the company like he wanted to. He believed he knew more about it than anyone else, and he probably did,” as an example of self-confident leader (Stone, 2011).

CEOs should have conceptual skills when they want to sell a product, that has a new design, because their firm is competing in the market (Northouse, 2016: 45).

The principles of Situational Leadership approach can be applied at many different levels in an organization, for example how a CEO of a large corporation works with a board of directors (Amanchukwu, Stanley, Olulobe, 2015; Güney, 2012; 394-399; Koçel, 2007, 456-461; Northouse, 2016: 103).

According to LMX theory, CEO and in-group members willingly do more than the job requirements. CEOs should be keen on acting fair to their followers, if they expect more than just the job from them. Moreover followers should trust their leader.

One executive, who had stated that his job was “enabling communication”, gave an interview and said (Mishra, Boynton & Mishra, 2014: 192),

You’re trying to accomplish something to make people feel part of a team and understand what the company’s doing. It’s pretty important, and I think more and more CEOs and companies are recognizing the value of that.

Mishra, Boynton & Mishra (2014: 192) had pointed out that the role of the executives, according to their identification, is opening a dialogue with key audiences, including employees and external stakeholders. Thus, communication is meant for building trust.

There are many researches about transformational leadership and CEOs in literature. Transformational leadership is related to charisma, effectiveness, and optimism. This approach to leadership changes people (Amanchukwu et al., 2015; Güney, 2012: 403; Koçel, 2007, 462; Northouse, 2016: 161-186).

The relationship between leaders and their followers is clear: leadership consists of the personal ability to attract followers and create a reaction (Güney, 2012). Therefore, leaders who are part of online communities can set agendas by causing or facilitating dialog focused on a specific topic. For instance an online leader would be more likely to create or direct a discussion about a political issue on social networking sites (Huffaker, 2010: 594-595).

When an ethical CEO such as Elizabeth Angliss received a document that undoubtedly contains valuable information relating to her competitor firm, she shredded it instead of reading it. She then called the rival CEO and warned him to be aware that he might have a security issue within his company (Northouse, 2016: 235). This is an impressive example for acting ethically.

Dutta (2010) states that leaders should engage more with social media today, because social media helps to build a personal brand through communicating with people who are both within and outside their company. Moreover, it allows the leaders to engage with broadest public, especially younger generations. Third, it gives them an opportunity to learn from instant information and real feedback. Enabling one-on-one communication could be another reason for that. Social media is one of the best and fastest ways for leaders to interact with nearly all of the existing public. There are also other ways such as teleconferences or conferences which serve aim. In all of these kinds of platforms, leaders have the chance for one-on-one communication with others. One-on-one communication is the way to show that attaching importance to others is personal.

CEOs' dialogues on social media gives people an image that CEOs' self-confidence and CEOs' trust to their company. Thus, for example, job applications to their firms could increase. However, this image of CEOs should be supported also by a good company image on social media.

Conte et al.'s study (2017: 284) suggests that CEOs tend to act as the corporate face and spokesperson, and to engage in communication concerning the dissemination and sharing of institutional values and corporate vision. The findings of research also underline the key role of CEOs especially in communication activities of strategic value that CEOs are not more likely pass to communication managers.

Social media is means for CEOs as a leaders, to communicate and to prove their leadership behaviours. CEOs could obtain chance to recognise the needs of their followers and change themselves according on these through social media. Northouse (2016: 161-186) had mentioned that transformatal leadership approaches change people. Followers could also change themselves according to the influence of CEOs' leadership behaviours through dialogue on social media.

The findings of Conte et al.'s research (2017: 284-285) point out a possible link between CEO longevity and some CEO communication activities. The surveyed CEOs in the research, in the early years of their corporate activities, seek to create and consolidate the network of relationships with the key stakeholders (employees and consumers) through effective communication. According to PWC's 2017 Global CEO Survey, 87% of CEOs believe social media could be risk having a negative impact on the level of stakeholder trust in their industry over the next five years (PWC, 2017).

3. Methodology And Hypothesis

The purpose of this research is to reveal whether or not communications and interactions of CEOs who use social media affects their leadership behaviours. The results of 107 people who answered survey was analyzed using a SPSS packet programme. 5-point Likert scaled questions were asked to the participants of the survey. The scale for "Social Media Use Frequencies" is "**1: Never, 2: Very Rare, 3: Sometimes, 4: Often, 5: Always**". For "Actions and Activities of CEOs", it is "**1: I totally disagree, 2: I disagree, 3: I am undecided, 4: I agree, 5: I totally agree**".

First of all, reliability analysis related to statements on questionnaire was conducted and Cronbach's Alpha reliability score was found to be 0.911. As it is higher than 0.8, these statements and the scale are highly reliable (Kalaycı Ed., 2017: 405). After the Shapiro-Wilk (SW) test was conducted, it was found that the sample come from a non-normal distribution. Therefore the Chi-squared test was applied as a non-parametric.

B. Hypotheses

- 1. H0:** Following reason of CEOs on social media isn't engaged with followers' gender.
H1: Following reason of CEOs on social media is engaged with followers' gender.
- 2. H0:** Interpretation on CEOs' activities on social media isn't related with followers' gender.
H1: Interpretation on CEOs' activities on social media is related with followers' gender.
- 3. H0:** Following reason of CEOs on social media isn't engaged with followers' educational level.
H1: Following reason of CEOs on social media is engaged with followers' educational level.
- 4. H0:** Interpretation on CEOs' activities on social media isn't related with followers' educational level.
H1: Interpretation on CEOs' activities on social media is related with followers' educational level.
- 5. H0:** Following reason of CEOs on social media isn't engaged with followers' occupation in the private sector.
H1: Following reason of CEOs on social media is engaged with followers' occupation in the private sector.
- 6. H0:** Interpretation on CEOs' activities on social media isn't related with followers' occupation in the private sector.
H1: Interpretation on CEOs' activities on social media is related with followers' occupation in the private sector.

4. Results

52.3% of respondents of questionnaire are female, 47.7% are male. 49.5% of the respondents have an undergraduate, 42.1% have a graduate level of education and 8.4 percents are PhD as educational statute. Nearly half of the respondents (47.7%) work in the private sector, 29.9% want to work and 22.4% don't think to work there.

Social Media Use Frequency of Respondents

Table 1: Average of Social Media Channels Use

	Mean	Std. Deviation
Twitter	2.13	1.25
Facebook	3.61	1.13
LinkedIn	2.28	1.32
Google+	2.47	1.49
Instagram	3.43	1.54
Youtube	3.85	1.1
*Diğer (Other)	1.90	1.37

At scale 1: Never, 2: Very Rare, 3: Sometimes, 4: Often, 5: Always

Table 1 shows that YouTube is the most used social media outlet with mean of 3.85, Facebook is in second place with 3.61, Instagram follows Facebook with 3.43. Google+ is in fourth place, and LinkedIn is in fifth, and Twitter is in sixth place. Other channels except given are preferred with the lowest mean of 1.90.

Links between the Actions of CEOs on Social Media and Respondents' Gender

Table 2: Analysis Results Related to Why Respondents Follow CEOs on Social Media According to Gender

	Chi-Square Test
	P
A. I research CEOs, who I decide to follow on social media	0.392
B. I find reliable comments about CEOs who I decide to follow on social media	0.723
C. CEOs are successful because of the advertisements of their companies on social media, which is why I follow them on social media	0.814

D. I follow CEOs on social media through the remarkable social media profile of their companies	0.298
E. CEOs' follower numbers on social media is very high, which is why I follow them on social media	0.620
F. I follow CEOs on social media through their sharing contents on social media	0.487
G. The CEOs of the companies, that I follow on social media, have a positive image	0.786

Because all p values on Table 2 are larger than 0.05, there is no difference in responses depending on respondents' gender.

Table 3: Analysis Results Related to Activities of CEOs on Social Media and Respondents' Gender

	Chi-Square Test
	P
A. Social media is a part of CEO's job	0.116
B. I wish communicate with CEOs on social media	0.286
C. My desire is to work at those companies that have CEOs, is because they share messages on social media	0.624
D. The popularity of CEOs on social media affects popularity of companies	0.670
E. CEOs' evaluations about the agenda through social media attracts me to follow them	0.863
F. CEOs' sharings about their companies' products/services/brands is why I follow them on social media	0.991
G. Visual sharing of CEOs on social media catches my attention	0.027
H. Information sharing of CEOs on social media catches my attention	0.810
I. CEOs' number of interactions on social media (Retweet, Like etc.) is their criteria for success	0.157

When the Table 3 is examined, it seems that the p value of the statement “**G. Visual sharing of CEOs on social media takes my attention**” statement is smaller than 0.05. So differences between responses from different genders to this statement (Table 3)

are statistically significant, and the values of responses for “G” statement are displayed in Table 3.1.

Table 3.1: Range of Responses for “G” Statement Related to Gender

		G. Visual sharing of CEOs on social media catches my attention					Total
		I totally disagree	I disagree	I am undecided	I agree	I totally agree	
Gender	Female	2	3	11	33	5	54
	Male	4	9	15	23	0	51
Total		6	12	26	56	5	105

Links in Between the Actions of CEOs on Social Media and Respondents’ Educational Levels

Table 4: Analysis Results Related to Why Repsondents Follow CEOs on Social Media and Respondents’ Educational Level

	Chi-Square Test
	P
A. I research CEOs, who I decide to follow on social media	0.536
B. I find reliable comments about CEOs who I decide to follow on social media	0.004
C. CEOs are sucessful because of the advertisements of their companies on social media, which is why I follow them on social media	0.499
D. I follow CEOs on social media through the remarkable social media profile of their companies	0.041
E. CEOs’ follower numbers on social media is very high, which is why I follow them on social media	0.035
F. I follow CEOs on social media through their sharing contents on social media	0.045
G. The CEOs of the companies, that I follow on social media, have a positive image	0.811

P values of “B”, “D”, “E” and “F” statements are smaller than 0.05 according to Table 4, this means that differences between the responses with different educational levels to these statements (Table 4) are statistically significant, The values of responses for “B”, “D”, “E” and “F” statements are displayed in Tables 4.1, 4.2, 4.3 and 4.4.

Table 4.1: Range of Responses for “B” Statement Based on Educational Level

		B. I find reliable comments about CEOs who I decide to follow on social media					Total
		I totally disagree	I disagree	I am undecided	I agree	I totally agree	
Education level	Undergraduate	2	13	31	6	0	52
	Graduate	11	8	15	10	1	45
	PhD	0	5	2	1	0	8
Total		13	26	48	17	1	105

Table 4.2: Range of Responses for “D” Statement Based on Educational Level

		D. I follow CEOs on social media through the remarkable social media profile of their companies					Total
		I totally disagree	I disagree	I am undecided	I agree	I totally agree	
Education level	Undergraduate	7	9	13	22	2	53
	Graduate	11	10	9	14	0	44
	PhD	1	0	1	5	2	9
Total		19	19	23	41	4	106

Table 4.3: Range of Responses for “E” Statement Based on Educational Level

		E. CEOs’ follower numbers on social media is very high, which is why I follow them on social media					Total
		I totally disagree	I disagree	I am undecided	I agree	I totally agree	
Education level	Undergraduate	12	14	14	11	1	52
	Graduate	16	10	11	8	0	45
	PhD	0	3	0	5	1	9
Total		28	27	25	24	2	106

Table 4.4: Range of Responses for “F” Statement Based on Educational Level

		F. I follow CEOs on social media through their sharing contents on social media					Total
		I totally disagree	I disagree	I am undecided	I agree	I totally agree	
Education level	Undergraduate	6	5	6	29	6	52
	Graduate	9	7	11	16	2	45
	PhD	0	1	0	5	3	9
Total		15	13	17	50	11	106

Table 5: Analysis Results Related to the Activities of CEOs on Social Media and Respondents’ Educational Levels

	Chi-Square Test
	P
A. Social media is a part of CEO’s job	0.210
B. I wish communicate with CEOs on social media	0.553

C. My desire is to work at those companies that have CEOs, is because they share messages on social media	0.088
D. The popularity of CEOs on social media affects popularity of companies	0.424
E. CEOs' evaluations about the agenda through social media attracts me to follow them	0.745
F. CEOs' sharings about their companies' products/services/brands is why I follow them on social media	0.767
G. Visual sharing of CEOs on social media catches my attention	0.739
H. Information sharing of CEOs on social media catches my attention	0.059
I. CEOs' number of interactions on social media (Retweet, Like etc.) is their criteria for success	0.311

P values are larger than 0.05 in Table 5, Thus, the differences between responses from different educational levels are statistically insignificant.

Links in the Between Actions of CEOs on Social Media and Respondents' Working in the Private Sector

Table 6: Analysis Results Related to Why Respondents Follow CEOs on Social Media and Respondents' Working in the Private Sector

	Chi-Square Test
	P
A. I research CEOs, who I decide to follow on social media	0.844
B. I find reliable comments about CEOs who I decide to follow on social media	0.590
C. CEOs are successful because of the advertisements of their companies on social media, which is why I follow them on social media	0.408
D. I follow CEOs on social media through the remarkable social media profile of their companies	0.564
E. CEOs' follower numbers on social media is very high, which is why I follow them on social media	0.326
F. I follow CEOs on social media through their sharing contents on social media	0.619

G. The CEOs of the companies, that I follow on social media, have a positive image	0,922
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As all p values on Table 6 are larger than 0.05, there is no difference in responses depending on whether or not respondents' working in the private sector.

Table 7: Analysis Results Related to the Activities of CEOs on Social Media and Respondents' Working in the Private Sector

	Chi-Square Test
	P
A. Social media is a part of CEO's job	0.702
B. I wish communicate with CEOs on social media	0.556
C. My desire is to work at those companies that have CEOs, is because they share messages on social media	0.442
D. The popularity of CEOs on social media affects popularity of companies	0.593
E. CEOs' evaluations about the agenda through social media attracts me to follow them	0.060
F. CEOs' sharings about their companies' products/services/brands is why I follow them on social media	0.166
G. Visual sharing of CEOs on social media catches my attention	0.104
H. Information sharing of CEOs on social media catches my attention	0.239
I. CEOs' number of interactions on social media (Retweet, Like etc.) is their criteria for success	0.249

Table 7 shows that all p values are larger than 0,05. Therefor the differences between responses from different occupational statutes are statistically insignificant.

Table 8: Results of Tests of Hypotheses

Hypotheses	Accepted	Refused
H0: Following reason of CEOs on social media isn't engaged with followers' gender.	X	

1	H1: Following reason of CEOs on social media is engaged with followers' gender.		X
2	H0: Interpretation of followers on CEOs' activities on social media isn't related with their gender.		X
	H1: Interpretation of followers on CEOs' activities on social media is related with their gender.	X	
3	H0: Following reason of CEOs on social media isn't engaged with followers' educational level.		X
	H1: Following reason of CEOs on social media is engaged with followers' educational level.	X	
4	H0: Interpretation of followers on CEOs' activities on social media isn't related with their educational level.	X	
	H1: Interpretation of followers on CEOs' activities on social media is related with their educational level.		X
5	H0: Following reason of CEOs on social media isn't engaged with followers' occupation in the private sector	X	
	H1: Following reason of CEOs on social media is engaged with followers' occupation in the private sector		X
6	H0: Interpretation of followers on CEOs' activities on social media isn't related with their occupation in the private sector	X	
	H1: Interpretation of followers on CEOs' activities on social media is related with their occupation in the private sector		X

DISCUSSION

According to Zerfass et al. the opportunities and risks of social media communication may effect the practices of CEO communication. And communication professionals must direct their CEOs through the sphere of digital and social media (2016: 42-48). It was found that YouTube is the most extensively used social media channel among respondents of the questionnaire. Facebook is in second place, Instagram follows Facebook, Google+ is in fourth place, LinkedIn is in fifth place, and Twitter is in the sixth

place. Other channels that are preferred have the lowest mean. CEOs should be more active on these social media channels depending on this row.

The answers, which were given to the question concerning to “links in between activities of CEOs on social media and respondents’ gender”, show that there is difference when it comes to “Visual sharing of CEOs on social media catches my attention” between each gender. Females’ responses are more in decisive than males when it comes to this question. CEOs could share more remarkable visuals that can appeal to men as well.

The analysis results associated with following reasons of CEOs on social media and respondents’ educational level indicate that there are differences between responses with different educational levels to some of the statements.

- While those with PhDs don’t find reliable comments on social media about the CEOs they are following there, those with undergraduate or graduate training are unable to decide whether or not the comments are reliable. CEOs should focus more on gaining trust of those with an undergraduate or graduate level of education on social media and try to think of ways to do it.

- Those with Undergraduate and PhD degrees agree with the statement “I follow CEOs on social media through the remarkable social media profile of their companies”. However graduates disagree. CEOs could reach more people on social media, if they were to find out how to reach more graduates there independent of their companies’ social media profiles.

- Those with PhD degrees feel that CEOs’ high follower numbers on social media is reason to follow them, but it is not a notable reason according to either undergraduates or graduates. CEOs can attract and gain more followers on social media, if they look beyond from their high number followers. Men and Tsai’s statement could be remarkable for the companies that as professionally and personally, CEOs could come into life through communicating as a friend, and actively making conversations and growing personal relationships with their social media followers (2017: 1860).

- While PhD and undergraduate degree holders follow CEOs on social media through their sharing of content on social media, graduate degree holders don’t give clear answer whether sharing contents are important for their following intention or not. CEOs should pursue what those with graduate levels of education search from their social media contents.

CONCLUSION

This study has shown that, the following reason of CEOs on social media isn’t engaged with followers’ gender, and their occupation in the private sector. On the other hand, the following reason of CEOs on social media is associated with their education level. This study has also demonstrated that, the interpretation of followers on CEOs’ activities on social media is related with their gender. However, the interpretation of followers on CEOs’ activities on social media isn’t related with their educational level, and their occupation in the private sector.

CEOs’ evaluations about the agenda through social media, their sharings about the companies’ goods, services, or brands attract the attention from people. Again, the popularity of CEOs on social media affects the popularity of companies, and this influences the preference of these companies both by consumers, and potential candidate

qualified employees. Furthermore, the required leadership style can be truly evaluated through the consequences of this interaction. Consequently, the social media usage affects the success of an organization.

Further research should examine the impacts of social media usage on the leadership behavior on different samples. Again, further researchs should include different elements of social media, the changes at this sector, and the consequences of all of the developments on the behaviors of leaders and followers, on their relationships, and achievements.

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SUMMARY

Social media has an notable impact on leaders' behaviours, because it is widespread daily-used communication way nowadays and can affect the communication way of leaders as well. Communication is an important issue for leadership processes. Therefore CEOs as a leader should be active on social media platforms. There should be some rules for the communication on these platforms for CEOs. The aim of this study is to investigate and find out the best communication way for CEOs on social media. Following this purpose firstly, the profiles of CEOs' followers on social media were built up. Followers come from different sociodemographic background as gender, level of study and occupation in the private sector. Then the relationship between CEOs' social media usage and their social media followers' profiles were researched. A survey was conducted to 107 people from different countries during the study. And finally some differences were revealed in relationships between social media followers' different profiles and CEOs social media usage through statistically analyze via SPSS pocket programme. The results enable a more global outcome, because the respondents of the survey come from different countries.

Social media is one of the best and fastest ways for leaders to interact with nearly all of the existing public. Followers could change themselves through the influence of CEOs' leadership behaviours with dialogue on social media.

The following advices could be given to CEOs according to result of this study:

- CEOs could share more remarkable visuals that can appeal to men as well.
- CEOs should focus more on gaining trust of those with an undergraduate or graduate level of education on social media and try to think of ways to do it.

- CEOs could reach more people on social media, if they were to find out how to reach more graduates there independent of their companies' social media profiles.
- CEOs can attract and gain more followers on social media, if they look beyond from their high number of followers.
- CEOs should pursue what those with graduate levels of education search from their social media contents.