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Assessing the Relevance of the Philippine Agriculture and Fisheries Modernization Policy in the Attainment of Sustainable Agriculture in the City of Plaridel

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Abstract

In December 1997, the Philippine government passed Republic Act No. 8435 or the Agriculture and Fisheries Modernization Act (AFMA) which aims to transform the agriculture and fisheries sectors into a technology-driven, advanced and competitive industry. AFMA sought to help small farmers and fisherfolk have equal access to assets, resources and services and to guarantee food security through an aggressive market-driven approach to make agri-products more competitive in the local and global markets. The study aims to discuss assess the implementation of the AFMA in relation to the attainment of sustainable agriculture in the City of Plaridel in Bulacan, Philippines. The study utilizes a descriptive and evaluative methodological design. Primary data is obtained from key informant interviews with local government officials and representatives from farmer and fisherfolk communities. The data is analyzed and presented as a systematic assessment of the design and outcomes of AFMA. The study also examined government documents, policies, and client satisfaction feedback surveys for further validation of results.

The AFMA was assessed in the context of Plaridel, wherein the shift from traditional agriculture to industrialization saw the division between the private interests of investors, and the concerns of civic and environmental organizations. Challenges to AFMA implementation include the lack of proper orientation, financial and capacity support for local government units to carry out policy provisions. The study recommended harmonizing national and local ordinances to promote agricultural development, to increase capacity LGUs of to implement AFMA, and to encourage active monitoring and feedback from the civil society.

The findings and recommendations of the study will aid policy-makers and civil society in pursuing strategies to balance industrialization and agricultural sustainability towards the achievement of sustainable development.

Keywords: Agriculture and Fisheries Modernization Act; Sustainable Agriculture; Market-Driven Approach; Sustainable Development

Unsustainable Path of Global Debt and its Effects on Economic Growth

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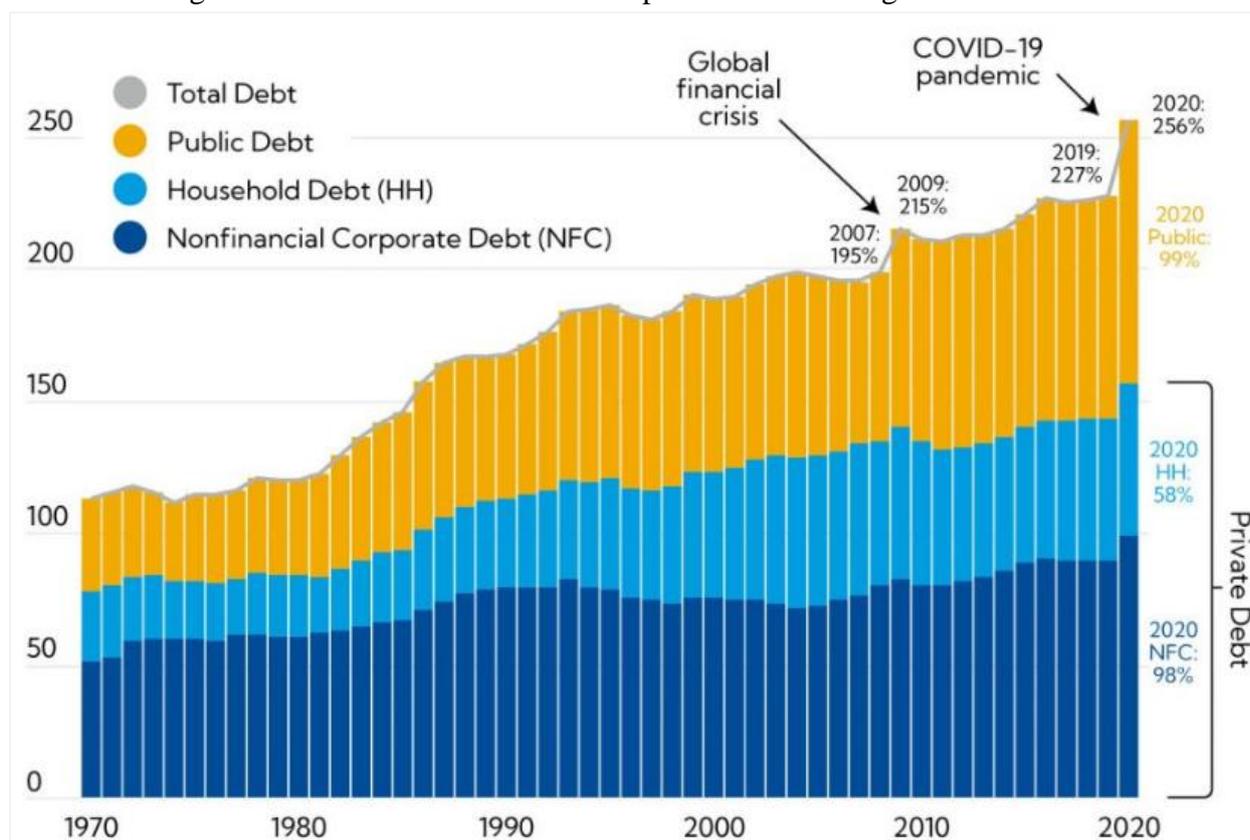
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Keywords: Government Debt; Economic growth; fiscal policy

There is a consensus in economic theory that an excessively high level of government debt and/or its inefficient management in the medium and long term may have a substantially negative impact on a country's fiscal, financial, and overall macroeconomic stability (Krugman, 1989, Das et al., 2010; Sutherland D., Hoeller P., 2012). The issue mentioned above has become especially important in the context of the COVID-19 pandemic. Government policies implemented against the effects of the pandemic significantly increased the level of the global debt-to-GDP ratio. Therefore, most countries faced a new challenge of limiting government debt level.

According to IMF database, in 2020 Global debt to global GDP ratio reached to 256%, out of which Global government debt to GDP ratio comprised historical high of 99%.



Source: IMF

The notable fact is that contrary to the economic theory, government debt to GDP ratio on average is not countercyclical. Namely, from 1970s, Global government debt to GDP ratio is on a sustainable growth path. With some exceptions, government debt have increased almost all countries over this period.

Given the issue, this paper revisits the effect of public debt on economic variables, first of all economic growth in terms on real GDP growth based on econometric approach. According to the approach used in the paper, increasing level of government debt has a negative effect.

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Innovations in Agriculture and their Effects on the Growth of the Economy

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Abstract

The world population is constantly increasing. Since the 1950s, population growth has started at a fairly rapid pace. This was partly due to the fact that the world wars had ended and technological advances had helped to increase the life expectancy of people. In the early 1900s, the average life expectancy of a person did not exceed 40 years, and today it is about 73 years. Based on United Nations research, the world population will increase by more than 2 billion in the next 30 years and will exceed 9.7 billion by 2050. If growth continues at the same rate, the world population will reach about 11 billion by 2100. According to a 2017 report by the Food and Agriculture Organization of the United Nations (FAO), *The Future of Food and Agriculture*, demand for food and agriculture will increase by 50% from 2012 to 2050. To meet the growing demand it is necessary to increase agricultural productivity. That is why it is important to introduce innovations in agriculture so that supply problems do not arise in the face of increased demand.

Today in the world there are many innovative approaches in agriculture that help farmers to increase productivity. Agriculture is one of humans oldest and most important innovations. We have more than 12 thousand years of experience in this field and we are still developing it. A clear example of this is the USA. In the 1790s, more than 90% of their population was employed in agriculture, compared to only 1% today. This did not prevent them from becoming the largest food exporters in the world. This is due to innovative approaches.

The research includes a study of the situation in Georgia's agriculture and the creation of an economic policy framework to promote innovation. According to the data published by the National Statistics Office of Georgia, the share of rural, forestry and fish farming in the gross domestic product (GDP) is only 8.3%, while the number of people employed in this field is more than 21% of employees. This fact indicates that concrete, correct reforms are needed in Georgia's agriculture, and at the same time it is necessary to introduce innovations, which will ultimately increase productivity. At the same time, it is necessary for Georgia's agriculture to meet the challenges of the fourth industrial revolution.

The study also includes a review of projects implemented by the Ministry of Environment and Agriculture of Georgia and the Rural Development Agency, which contribute to the development of agriculture in Georgia.

As a result of the research, the following indicators should be established. The level of agricultural development in Georgia should be assessed. Comparisons will be made with both developing and developed countries. The connection between the existing legislation in Georgia and the development of agriculture should also be established. In addition, the existing programs in Georgia, which contribute to the development of agriculture, will be discussed.

Ultimately, our goal is to determine, using statistical and economic methods, what impact innovation has on agricultural development and what effect agricultural development has on the country's economic progress.

Keywords: Economy, Innovation, Agriculture, Policy

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Family Shareholding and Tax Avoidance: The Non-linear Relationship and the Impact of Politically Connected Board

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Abstract - This study aims on investigating the relationship between family shareholding and tax avoidance as well as the impact of politically connected board on tax avoidance. This study is an empirical work using a sample representing non-financial listed firms in Canada with data mainly collected from Compustat, Canada statistics ICO, and SEDAR. Family ownership is either measured as the percentage of shareholding by a family or measured as a dummy variable, equal to one if a family holds at least 20% of the shares. A politically connected board is the one with at least one director taking a political position before. Tax avoidance is measured as the one-year or three-year cash effective tax rate. The findings are, first, family shareholding with politically connected board is more likely to engage in tax avoidance, relative to firms without politically connected board. Second, family shareholding and tax avoidance have a non-linear relationship, i.e., an inverted U-shaped relationship. One extension of the relationship between political connection and tax avoidance is to explore whether a director connected to the ruling party has a greater effect on tax avoidance than to the non-ruling parties. Another extension is to examine whether firms will change their tax avoidance practices after they appoint a politically connected director.

Keywords: family shareholding, tax avoidance, non-linear relationship, politically connected director

Deep Learning on Time-variant Product Space

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Econometric modeling • Econometric Complexity • Graph Learning • Temporal Graph
Network

The theory of Economic Complexity defines the Product Space as a representation of the proximities between product classes. This graph is constructed from the analysis of world trades, also considering the competitive advantage of each product for each country. The edges of this graph illustrate the "jumps" available to countries to move from the manufacture of product A to the manufacture of product B. Year after year, countries develop capacities to produce more and more complex goods by following the "paths" of the Product Space.

In this work we build the complete version of the Product Space, which contains all the 5000 product classes of the Harmonized System (HS). Until now, the Product Spaces available are limited to 1600 different classes, because they only consider the first 4 digits of each HS code. The enriched graph that we have obtained allows us to characterize the level of complexity of a country with a greater precision.

We are interested in Deep Learning methods applied to graphs which are very successful for their ability to learn complex relationships and interactions. We consider the Product Space as a Temporal Graph Network (TGN) insofar as we know for each country, the annual exports by product class over the period 1995-2021.

We present the results obtained for different countries and then discuss the interesting perspectives offered by Deep Graph methods applied to the Product Space for characterizing the industrial know-how of a country and making predictions about the evolution of industrial sectors.

Family Business Statistics: Obstacles and Possible Solutions

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Abstract

Family firms are the most ubiquitous form of business-ownership worldwide and are characterized by the intertwining of business logics -driven by economic goals - and family logics - largely driven by socioemotional goals (De Massis et.al, 2022). Family firms are the most popular form of organization in the world (compared to non-family firms/state owned firms/publicly listed firms/charities/social enterprises/ not-for-profit) and therefore prevalent in every economy (Carney, M et.al., 2015)

According to official data Family businesses employ 62% of the workforce and contribute 64% of the GDP in the United States (van der Vliet, 2021).

But the statistical data on family firms is extremely limited and within Europe, tend to vary significantly.

Very few countries worldwide have explicit database information to enable them recognize family firms (Diéguez-Soto et al., 2015). Previous family business studies to date have been confined to either listed companies, smaller samples of firms, or individual firm case studies. This way the family business statistics were very fragmented and not reliable.

The dilemma is how to create a reliable statistics of family businesses when companies have no legal obligation to disclose whether they are family or non-family firms (Hnilica & Machek, 2015a).

Until recently, this fact has made it nearly impossible to use total population data to study family firms, and most family firms have therefore been excluded from research (Andersson et al., 2018b). As well the previous works employed different methodologies adapted to the kind of data available in each country (Casillas, n.d., 2015).

In the research we offer possible solution to collect Family Business statistics, based on the improved methodology that allows using up-to date digitalisation tools, to identify family firms in a total enterprises' population data in a different context.

Applying the methodology, we found that it allows identifying family firms in the total population of enterprises with sufficiently high accuracy, obtaining different important family companies' performance indicators, thus enabling better future research.

Using our proposed methodology for creating reliable statistics on family business will contribute to a better researching of various aspects of family businesses, which, in turn, will lead to the further development and support of family business.

Keywords: Family business, family firms, employment, digitalisation, total population statistics

JEL classification: B41, C18, C8, D1

Investigation of Consumers' Willingness to Purchase FT Coffee in the Chinese Market

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Abstract

The tea culture in China is so extensive and profound that many people find it hard to believe that coffee can successfully penetrate the Chinese market, and the coffee market has almost doubled in the past ten years. Recently, Fair Trade consumption has attracted the public's awareness, however, Chinese consumers' willingness to purchase fair trade coffee remains limited in academic knowledge. The study explores consumers' willingness to purchase FT Coffee in the Chinese market based on the Theory of Planned Behavior and examines whether universalism is a moderating variable influencing purchase intention. This study follows quantitative research methods for data collection. Data were collected from 255 respondents in China through structured questionnaires. Hayes Process Macro in SPSS program was used to analyze data. The study notes that consumers' degree of universalism positively correlates with purchase intention towards FT coffee. Furthermore, to some extent, universalism moderated consumers' purchase intention. This is the first attempt to analyze universalism value as a variable in the TPB model. The study fills the gap in Chinese consumers' willingness to purchase FT coffee. Marketers can use the results of this study to formulate strategies for the future development of FT coffee and enhance consumers' purchase intention toward ethical consumption in China.

Keywords: Fair Trade coffee, Universalism, Willingness to purchase, Theory of Planned Behavior Model (TPB), Chinese marker

How ESG Rating Impacts the Financial Performance of VC- backed Startups? An Empirical Analysis of the Italian Market

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Abstract

In this research, we will develop a measure of the ESG rating of VC-backed startups to assess their financial performance. Therefore, we aim to investigate how ESG rating impacts the financial performance of VCbacked startups, specifically by proposing that ESG rating mediates the relationship between VC investment and startup financial performance. We build a novel database comprising information on ESG ratings of Italian venture-backed startups receiving investments in the time period from 2015 to 2021. The first part of the research focuses on the construction of a consolidated approach to measuring ESG rating. According to this, the ESG sample was selected by authors taking into consideration the target companies whose core business is in line with the SDGs goals, reclassifying them, according to the three dimensions of sustainability. The analysis of the financial and ESG performance of the startups in the two years before the investment and the two years after, provides new insights into the importance of ESG factors when compared to venturebacked startups scoring low in the ESG rating. The panel analysis of the sample aims to gain new insight into the competitive advantage of a high ESG score and test which are the key ESG factors contributing the most to the abnormal returns for the investors. According to this, as a value proposition, we are proposing our own method of measuring ESG performance score that will be developed by taking into consideration the measurable variables, calculated based on a five-point Likert assignment scale, to define the startup's level of sustainability.

Keywords: ESG; Impact investing; sustainability innovation, Venture Capital

Financial Collapsology, Doom scrolling Narratives and Coping Strategies: A Netnographic Investigation

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Abstract

Since the Covid19 pandemic, traditional forms of anxiety linked to social, geopolitical, environmental, and the financial evolution have multiplied and even amplified. Academic literature has invented several concepts and terms to better understand these phenomena such as doomscrolling defined as the act of spending an excessive amount of screen time devoted to the absorption of negative news. In this research we are interested in digital narratives around the financial collapse. Orlov defines collapse as a 5-stage sequence: 1- Financial Collapse, -2: Commercial Collapse, -3: Political Collapse, -4: Social Collapse, and finally -5: Cultural Collapse (Orlov , 2013). We focus more specifically on the beliefs, adopted behaviors, and common coping strategies among such communities: for example, buying precious metals, cryptocurrencies, Debanking and even the establishment of "off the grid" projects.

A Netnographic study was conducted to explore the stories and interactions on a sample of 50 videos taken from a selection of the most influential financial YouTube channels. The collection of speeches and the analysis of their verbatims demonstrates that the consumption of these videos has useful psychological and social functions for consumers and triggers coping behaviors mechanisms. For example, despite the large mass of consumers of this content, it reinforces on the emotional scale the sense of community belonging since they perceive themselves as part of a network of privileged insiders and well-informed citizens. The consumption of such narratives also triggers conative (behavioral) responses where many participants regularly share with others their prepping ideas and projects like buying precious metals, agricultural land or learning survival skills to cope with future events. Results also shed light on "fear and terror management" as a common promotional marketing mechanism used by commercial actors like bullion dealers to advertise and sell their products to this type of community.

Keywords: Collapsology, Financial Fear, Marketing, Terror Management Theory

Managing Organizational Conflicts with Positive Psychology Instruments

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Abstract

Organizational or workplace conflict is described as misunderstanding or discrepancy which leads to deterioration of relationships between employees and people working there. It appears when opinions relating to any task of decision contradict one another. Not clearly stated responsibilities, relations between staff, lack of resources, mismatch of personal goals of the employee and those of the organization, lead to conflict of interest and the person may defend him/herself thus hindering progress and success of the organization. In an organization, conflict is a usual thing. Therefore, an innovative way of conflict management - using instruments of positive psychology should be used to handle conflicts positively. Namely, expressing gratitude and appreciation, creativity and innovation, positive mentorship, building resilience and instilling purpose. This helps to avoid any deterioration and gives a good example of dealing with conflict in way which provides future progress.

Shopping on the Go: Drivers of Young Consumers' to Purchase Fast Fashion Items Using Mobile Applications

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Abstract

Mobile applications have become a part of young people's daily routine. They are using the apps for various reasons, such as tracking their physical health status, entertaining or educating themselves, or even purchasing through them. Mobile shopping apps, with their unique features such as convenience and personalization, had opened a new perspective for improving customer experience. Using the S-O-R framework, this research purposes to explore the impact of social, hedonic and utilitarian attributes on young consumers' attitudes and purchase intentions toward mobile fashion apps. Based on empirical research, using the partial least squares (PLS) modeling technique, the results confirm the impact of all three influencing factors (social, hedonic, and utilitarian) on consumers' attitudes. Moreover, the mediating role of attitude and the moderating role of COVID-19 has been also confirmed. The findings can be useful for marketers, outlining and mapping certain touchpoints between the company and consumers while also enhancing and optimizing consumers' experience during mobile shopping.

Keywords: Mobile app; Fast Fashion; Hedonic behavior, COVID-19; S-O-R

Research on Chinese Otome Game Marketing Strategy

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Abstract

With the continuous development of China's video game market, the number of female players has increased significantly, and Otome games have gradually become popular, occupying a position that cannot be ignored in the game market. However, there is a lack of research on marketing strategies for Chinese Otome game players in the previous research. Therefore, this paper will explore several mainstream Otome games in the Chinese market and analyze the marketing strategy of Chinese Otome games from the perspectives of game lifecycle and stakeholders. This research combines the fish tank model on the predictors influencing mobile game performance, and proposes that at different stages of the game life cycle, third parties and publishers can enrich marketing channels and content to achieve the transition from new player, silent player or chum player to the active player. This study found that in the pre-launch stage, pre-registration channels and testing benefits provided by game publishers, as well as game content previews released by third parties, can stimulate female players to become new game players. Recall activities held by the game publisher, brand linkage, and secondary creation of game content by third-party platforms can convert more players into active players. This research comprehensively analyzes the marketing strategies of Chinese Otome games, provides theoretical support for the transformation of active players, gives directions for the marketing activities of new Otome games, and helps game companies trying to enter the Otome game market to understand the Chinese Otome game market.

Keywords: Marketing strategy, Otome game, Female player, Chinese game market, Active player

What will Affect User's Attitudes and Behaviors about Personal Privacy on Social Media?

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Abstract

In the big data era, social media and the internet have become common in people's daily lives. More specifically, almost everything has to work with the internet and then spread to the global world. However, the personal privacy rights of users on social media platforms are a severe problem that occurred in recent years. This study explores the four elements of personal privacy that correlate with users' attitudes and intentions toward social media platforms. Therefore, we deploy the social exchange and marketing relationship theories (SEMR) and protection motivation theory (PMT) to propose a new model. The target respondents of the survey are social media users of multiple ages in China. The results show that people usually underestimate the harm of losing their personal privacy on social media platforms in the past. Moreover, the findings stated that perceived secondary control and previous violation experiences significantly influence individuals' using behaviors and trust. Also, understanding the perceived severity and perceived vulnerability of different users on social media platforms help with the information leakage problems globally. In addition, our study concludes that while social media platforms provide a space for users to share and communicate with each other, it also causes difficulties in their lives. Thus, the policies toward personal privacy right on social media platforms still need a long time to determine, and users' awareness of their personal information should also be increased. Finally, the new model from the study can guide future research to think deeply about the topic of social media and personal privacy.

Keywords: Social media, Personal privacy, Privacy paradox, Protection motivation theory, Social exchange and marketing relationship theories (SEMR)

The Impact of Virtual Reality Technology on Generation Z's Travel Intention

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Abstract

Virtual reality technology has grown more prevalent in our daily lives. It is frequently used to make people's lives easier in various industries, including entertainment, design, and training simulations. VR technology can give travelers various destination choices and even restore historical locations that no longer exist. As a result, the tourist sector will be the subsequent attractive use for virtual reality technology. Previous studies have shown that young people are the primary users of virtual devices, so we suspect VR tourism may form a more significant appeal to Gen Z. This paper explores generation Z's acceptance of VR devices and the psychological acceptance process by combining the Technology Acceptance Model (TAM) and the Stimulus-Organism-Response Model (SOR). In this study, five independent variables, namely perceived ease of use, perceived usefulness, technical perspective, economic perspective, and sociocultural perspective, were used as a stimulus to explore respondents' attitude towards VR. The results show that these five variables all positively impact generation Z's attitude towards VR and intention to use VR for travel. SPSS was used to examine and analyze the data. This study can complement current research on the acceptance and experience of VR tourism among different age groups. More importantly, it provides valuable information for the future development direction of both VR and tourism industries.

Keywords: Virtual Travel, Generation Z, Travel Intention, Technology Acceptance Model, Stimulus-Organism-Response Model

The Influence of Green Consumption on Consumer Purchasing Behavior

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Abstract

As the largest developing economy, China faces substantial environmental problems. The concept of green consumption needs to be developed based on the seriousness of China's environmental pollution. However, the concept of green consumption has been negative in China. Therefore, this study explores the factors that promote Chinese consumers' green consumption attitude and the impact of the green consumption concept on Chinese consumers' purchase behavior. The proposed conceptual model was based on TPB (Theory of Planned Behavior) and TCV (Theory of Consumption Values). In this study, 251 Chinese consumers participated in the questionnaire survey. Hayes Process Macro in SPSS is used as a data analysis tool to test the collected data. . This study found that social value, emotional value, and functional value affect consumers' purchase attitude towards green products, thus indirectly affecting consumers' intention to purchase green products. At the same time, perceived behavioral control and subjective norm directly have significant impact on consumers' purchase intention. This study explores how the concept of green consumption affects the purchase behavior of Chinese consumers, so as to further develop the green consumer market of China, increase consumers' purchase of green products, and achieve real sustainable development of consumer behavior.

Keywords: Green consumption, Theory of Planned Behavior, Theory of Consumption Values, purchase intention, China

Analysis of the Influence of Idol Talent Show on Young People

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Abstract.

In recent years, Idol Talent shows have become more and more popular in China, especially among young people. However, society's evaluation of Idol talent show is mixed. Many studies have analyzed the consumption preferences of Chinese fans and the fans' economy. But there isn't any analysis of the impact on the audience. Therefore, this study will analyze the impact of Chinese idol talent shows on young people and the fandom culture that they have produced. This study surveyed 350 Idol Talent show viewers, including those who regularly watch and understand the show in depth, and those who have seen it but are not very familiar. This study will use the mediation model, and the statistical analysis of the collected data is performed with SPSS.

The results show that consumption-oriented, social influence, and fandom-oriented are positively correlated with liking level and loyalty-oriented. The findings also showed that the liking level of the Idol Talent Show mediates the relationship between these four independent variables and loyalty to the Idol Talent Show.

This study analyzes the impact of Idol Talent shows on China's largest audience group. Detailed introduction for many people who don't know about Idol Talent show. It also provides an analysis of fandom culture, which will better help the development of the Idol talent show industry in the future.

Keywords: Idol Talent Show, young people, consumption, fandom culture, China

Attitude and Behavior of Chinese Consumers towards Artificial Meat

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Abstract

The growing population and consumption demand are exerting more and more pressure on the meat production industry, while the greenhouse gases generated by the livestock industry are posing a growing threat to the environment and resources. Emerging companies have developed artificial meat to deal with this dilemma. However, there are still a series of economic and moral problems with artificial meat as a substitute protein to alleviate the severe meat crisis. Most of the previous studies discussed the consumption attitude of European and American countries towards artificial meat, which is very different from Chinese consumer market. Therefore, this paper analyzes the attitude and purchase intention of consumers towards artificial meat in the Chinese market by analyzing personal and socio-cultural factors. This study applied the Theory of Planned Behavior (TPB) as the theoretical framework and used Hayes Process Marco in SPSS as the tool for data analysis. In this study, 250 Chinese consumers participated in the online survey. This study found that personal factors and socio-cultural factors have an impact on attitudes and on purchase intention. At the same time, subjective norm and perceived behavioral control also directly have a significant effect on purchase intention. This study provides a glimpse of the Chinese consumers' willingness to consume artificial meat, so as to guide the development trend of artificial meat in the Chinese market.

Keywords: Theory of Planned Behavior, Artificial Meat, Purchase Intention, Substitute Protein, China

The Impact of Family Orientation on Purchasing Decisions in China

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Abstract

The study demonstrates the impact of family orientation on consumer decision-making in China, especially examines the extent to which adolescents' influences family household spending in the different decision-making process. Multiple variables, such as different decision-making stages, product knowledge, and product usage were examined to measure purchase intentions in specific situations. This study has attempted to evaluate the Chinese adolescent's level of influence on the acquisition of commodity products, such as daily meals and beverages. A total of 250 Chinese respondents aged between 10-24 years old participated in the survey. SPSS was used as a tool to examine the collected data. The findings show that adolescents in China have a significant influence on purchasing involvement and family intention in three decision stages, however, product knowledge and product usage are not strongly correlated with adolescence's level of intention to buy. This paper provides valuable implication that family structure provides guidance for some businesses to develop the right marketing strategy, as family orientation plays an important role in today's society. The findings would be of major importance in accessing marketers' work so that they are able to make proper marketing strategies. For example, with the increasing number of children in the family, the consumption orientation of food in China has gradually changed from a child-influenced type to a parent-influenced type. Therefore, the target group of the company's advertising marketing is parents, in order to obtain greater profits and lead to higher organizational performance. Furthermore, the adolescent is an important part of the family, with much too much ability to persuade their parents in family purchasing decisions and many of them have the chance to purchase the product.

Keywords: Adolescent, Family Orientation, China, Purchase intention, Purchase decision stages

Chinese People's Attitude Toward Home Fitness Exercise During the Covid-19 Pandemic

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Abstract

In recent years, due to the impact of COVID-19, some work-from-home policies and lockdown policies have forced people to switch from traditional gym fitness to home fitness. In China, more and more people choose home fitness to achieve the purpose of exercising. And due to the popularity of social media, online fitness influencers have replaced traditional offline fitness coaches to help people exercise at home on the Internet. Therefore, people gradually pay attention to the influence of fitness influencers on the Internet on people's intention to take home fitness exercises. According to the source credibility and the source attractiveness, the attributes of fitness influencers, including physical attractiveness, expertise, and trustworthiness, have led to research on the influence of people's intention to exercise at home. At the same time, this study explores whether physical outcome expectation affects people's intention as a mediating variable. This study uses questionnaires and randomly collects sample data in mainland China. Data analysis revealed that the physical attractiveness, expertise, and trustworthiness of fitness influencers will affect people's intention to take home fitness exercises. Additionally, physical outcome expectation mediated the relationship between physical attractiveness, expertise, trustworthiness, and the intention to take home fitness exercise. The research results help influencer marketers and influencers understand viewers' preferences and reflect these attributes on their platforms to attract more viewers, as well as help social media t. This study also mentioned implications for future research.

Keywords: Source credibility, Source attractiveness, Fitness influencers, Home fitness exercise, China

A Computable General Equilibrium Model for Turkey: Analyzing the Effects of Photovoltaic Systems on the Economy

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Abstract

Computable general equilibrium (CGE) models are highly used for economic impact analysis. They offer a benchmark for analyzing changes in the overall economy due to new policies, shocks, or technological improvements by using data from various resources such as social accounting matrices and input-output tables. Therefore, CGE models are appropriate for analyzing the energy market, especially renewable energy resources. The use of solar photovoltaic energy has improved in Turkey, aiming to reach a cleaner and more sustainable energy supply. A CGE for Turkey will be presented to analyze how the increase of photovoltaic systems, especially the domestic production of solar cells and panels, affects the economy. The 2012 Input-Output table will be used to obtain a social accounting matrix for Turkey, and with the CGE model, changes in the economic indicators will be calculated.

Keywords: Computable General Equilibrium, Photovoltaic Systems, Solar Energy, Input-Output Table, Social Accounting Matrix

Exploring people's motivations for using VR during COVID-19: Take Virtual Tourism as an Example

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Abstract

Various isolation or lockdown policies have destroyed people's daily lives due to COVID-19, and people's outdoor entertainment lives have been directly affected. Under the circumstances that the usual offline travel does not work, virtual travel through electronic equipment VR has gradually formed a new trend. People's daily entertainment focus has shifted from offline travel to a certain extent to electronic devices such as VR for online entertainment. The virtual travel provided by VR plays a vital role in it. It not only completely avoids the risk of contracting COVID-19 caused by offline travel but also restores the pleasant experience that offline travel brings to a great extent. Although VR is already widely used in the medical field and gaming, that no previous literature clearly articulates the motivations and reasons why people use VR during COVID-19. This paper analyzes people's motivation for using VR through Protection Motivation Theory (PMT) and the Technology Acceptance Model (TAM), to study people's use of VR during COVID-19 and take the virtual tour as an example. Also, this study finds that people's perceived threat and perceived susceptibility to COVID-19, as well as people's perceived usefulness and perceived ease of use of VR devices, have a significant impact on people's attitudes towards VR use, which further affect people's intention of VR devices. This research can provide specific information for marketers and retailers of VR devices to help them understand consumers' needs and willingness to use VR to better develop their marketing strategies in the future.

Keywords: Virtual Reality, Virtual Tourism, Protection Motivation Theory, Technology Acceptance Model

Regulatory Compliance with Artificial Intelligence

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Abstract

Complying with the regulations is a costly process that brings workload for companies. It is possible to see this clearly, especially in the pharmaceutical industry. The production-based structure of the industry, risky processes, and the fact that drug production is based on inventions can be counted among the difficulties of regulatory compliance. Regulation of the pharmaceutical industry with innovative and transformative automation will make it possible to overcome the difficulties. The use of artificial intelligence (AI) in regulatory compliance processes will support companies. Thus, companies will be able to allocate their resources to innovation studies. Researches show that the use of AI in the pharmaceutical sector will increase and reach approximately \$10 billion in 2024 (Accenture, 2021: 11).

The Food and Drug Administration (FDA) and the European Medicine Agency (EMA) innovates their working methods. The FDA's current registration system is not sufficient to improve the quality and assess the risk. With the Knowledge-aided Assessment and Structure Application (KASA) System, the FDA aims to increase the quality evaluation of applications. EMA also uses the Clinical Trials Information System (CTIS) platform, which is a registry system to be used by all member states. The system developed within the scope of Regulation EU No 536/2014 used by the European Commission and EU member states and provides archiving of the applications and approvals of the sector. These applications will help companies manage data in their registration processes and will allow data to be shared securely (Accenture, 2021: 18). Combining the practices and AI systems of the FDA and EMA will increase global compliance.

The use of AI in regulation processes will provide numerous benefits in the audit phase, labelling and data analysis. By increasing the use of AI, it will be possible for companies to allocate their resources from regulatory compliance to innovation investment.

Keywords: Governance, Artificial Intelligence, Regulation, Regulatory Compliance, Innovation

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The Evaluation of Induced Currents on Cables in a Cable Channel

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Abstract

Underground cable applications are widely used in recent years at high-speed railways, telecommunication, and power systems. Compared to overhead cable applications, the underground systems are more secure, safe, lightweight, fire retardant and long-lasting. The embedded cable channels protect the cables from mechanical damages. Also, cable channels decrease the thermal resistance caused by external sources and improve the cable's current transfer capacity. The effects of external electromagnetic sources on the cables in cable channels should also be considered. In this study, the interaction of electromagnetic waves with the cables in a cable channel is investigated and the induced current at the load ends is calculated. The proposed model includes a cable channel with one cable. The cable channel is modelled as concrete and plastic, respectively. First of all, the transmitted electromagnetic wave at the cable location is calculated. Upper and lower edges of the cable channel are considered as a plane layer and interaction of the electromagnetic wave with the cable channel and the layers below the cable channel is evaluated via a matrix model. Also, a 3D model of the cable channel is constructed to carry out the analytical results. The analytical calculations and simulations are performed for TM mode excitation.

Keywords: cable channel, concrete, plastic, electromagnetic wave, induced current

An Exploratory Research on Tourist Experiences in Theme Restaurants: The Case of Lviv, Ukraine

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Abstract

As an integral part of the tourism industry, food and beverage establishments play critical roles in tourism destinations. Especially in recent years, the increasing importance of experiential product presentations in touristic places has encouraged the emergence of businesses that produce different food and beverage concepts to meet tourists' expectations. One of these business types is themed restaurants, which are not very common in Turkey. This study aims to determine the experiences of Turkish tourists served in themed restaurants running in the city of Lviv, Ukraine. For this purpose, e-reviews and participant observation notes were used as data sources. The study findings have revealed five themes that shape the memorable experiences of tourists visiting themed restaurants: atmosphere, entertainment, staff, emotions, and senses. In themed restaurants, while tourists have been observed to have positive behavioral intentions, such as revisiting, recommending, and paying much more, some negative factors negatively affecting their experience have been identified in these restaurants. The theoretical and practical implications of the research have been discussed.

Keywords: Theme Restaurants, Tourist Experience, Restaurant Experience, Lviv, Ukraine.

Introduction

Today's rapidly changing economic environment and emerging consumption habits lead more and more customers to experiential consumption styles (Pine and Gilmore, 1998). Innovative applications show an increase in the food and beverage industry to meet this demand. One of these innovative applications is theme restaurants. Sørensen and Jensen (2015) have stated that the general purpose of tourist demands is to have an enjoyable experience. Today, restaurant customers and tourists visit to restaurant establishments not only for delicious food but also for excellent service and a pleasant atmosphere (Heung, 2002; Heung and Gu, 2012). In this context, theme restaurants are places designed not only to provide a delicious dining experience to their customers but also to provide an enjoyable experience (Weiss et al., 2004). In addition to food, these restaurants generally offer richer experiences in terms of space design, atmosphere, and service compared to other typical restaurants (Yan and Felicen, 2021). Heung (2002) emphasizes that customers who visit theme restaurants enjoy the environment as well as the food.

The literature covers many studies on different topics related to theme restaurants. Some of these topics are as follows: factors affecting the choice of themed restaurant (Heung, 2002), the effects of food quality, service quality, atmosphere, and innovation variables in theme

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restaurants on customers' revisit intention (Weiss et al., 2004), the influential factors on customers in theme restaurants (Hsu et al., 2009) and the effect of authentic dining experiences in theme restaurants on customer satisfaction (Tsai and Lu, 2012). In the studies of recent years, while Meng and Choi (2017) have investigated the role of servicescape, customer emotion, satisfaction, and perceived authenticity in the process of creating life quality for theme restaurant customers; Meng and Choi (2018) have examined the decision-making process of theme restaurant customers within the framework of planned behavior theory; Sørensen et al. (2020) have explored the complexity of creating experience value in complex tourism environments; Ishak et al. (2021) have identified internal issues in the management of theme restaurants rather than the external challenges of commercial operations; Yan and Felicen (2021) have evaluated the quality of venue and servicescape from customers' experiences with theme restaurants. In the studies in Turkey, while Akkuş (2019) has documented the relationship between consumers' perception of the restaurant atmosphere and social media shares in the sample of theme restaurants, and Bekar and Gümüş Dönmez (2014) have focused on the distinction between theme restaurants and theme ethnic restaurants. Although there are many studies on theme restaurants, no exploratory study has been found on the consumer experiences served by theme restaurants.

The primary purpose of this study is to determine the themes that shape the memorable experiences of Turkish tourists served in theme restaurants. The Ukrainian city of Lviv has been chosen as the study area, especially since it is one of the most visited destinations by Turkish tourists in recent years and has too many theme restaurants. The study findings will possibly contribute to both theories and practice about the theme restaurant business and offer some innovative ideas, especially for entrepreneurs considering operating a theme restaurant.

Methods

In order to meet the changing demands and expectations of tourists, creative and different tourism products are developed in destinations. Especially in recent years, people's desire to make their dining experiences memorable has encouraged food and beverage businesses to generate innovative and different products and services in this direction. The city of Lviv (Ukraine) is also a prominent tourism destination that attracts the attention of tourists with its theme restaurants. Lviv, which attracts the attention of domestic and foreign tourists, is among the favorite destinations visited by Turkish tourists (ukrhaber.com). In this context, the current study has chosen the research area as the city of Lviv, which has many successful theme restaurants and thus plays a significant role in Ukrainian tourism. This study has examined these theme restaurants in Ukraine, which stand out both in online customer reviews (see tripadvisor.com) and international tour sales sites (see expedia.com), and determined their outstanding features. Thus, it has been aimed to provide knowledge that will contribute to the entrepreneurs who want to start in theme restaurant management. It is thought that this study observing and experiencing theme restaurants on-site will make significant contributions to the field both theoretically and practically.

The current study has adopted the qualitative research method as the most appropriate method for the research. Yıldırım and Şimşek (2016) have explained that qualitative research uses qualitative data collection methods such as observation, interview, and document analysis

separately or together and follows an exploratory process to reveal perceptions and events in a natural environment realistically and holistically. Interviews, discussions, online sharing (such as texts, photographs), and participant observations are the main inductive techniques for investigating the tourist experience (Hycner, 1985; Ryan, 2010).

Findings

This section includes e-reviews and findings from participant observations. Table 3 shows the evaluations made by Turkish tourists about the theme restaurants they were served. Of the 640 reviews examined, 84.99% were rated excellent and very good. The number of tourists who stated that they were not satisfied remained at 5.77%.

Table 3. Turkish tourists' reviews of theme restaurants

Rating	Number of e-reviews	%
Excellent	358	%55,94
Very good	186	%29,06
Average	59	%9,21
Poor	20	%3,13
Terrible	17	%2,66
Total	640	%100

Through the e-reviews and participant observation notes, five main themes constituting the theme restaurant experience were identified: atmosphere, entertainment, staff, emotions, and sensory experiences. According to the findings obtained from the e-reviews, while 5.77% of customers expressed dissatisfaction with several situations, most Turkish tourists who received service from theme restaurants made statements about behavioral intentions (revisiting, recommending, willingness to pay more). Each theme is explained below, and direct citations are included to increase data reliability. Customer e-reviews used in direct quotations are shown as C1, C2, C3...

Atmosphere

The atmosphere of theme restaurants is one of the main elements that makes up the memorable experiences for Turkish tourists. Accordingly, Turkish tourists who had received service from theme restaurants defined the atmosphere of the restaurants as different, pleasant, curious, authentic, stylish, mystical, original, gentle, fantastic, unique, and impressive. Therefore, the atmosphere of theme restaurants is determined to be a significant factor that creates memorable experiences for tourists. The following direct e-reviews and one-on-one observations on the subject demonstrate this:

It's a unique environment with hundreds of different gas lamps inside. It's a 3-4 story building with a very different and beautiful atmosphere. A must-see place, you can take beautiful pictures (C12).

A destination that you should visit when you go to Lviv. It is an original restaurant with an enthralling entrance story that you can tell for years (C321).

The ambiance is super. Waiters walking around with axes offer experiences of medieval life (C508).

Observations during the research also show that the atmosphere of themed restaurants provides memorable experiences. In fact, tourists' conversations, reactions (such as being surprised, tone

of voice), and photographs or video recordings in the restaurants express their astonishment about the atmosphere. Below are the photos reflecting the atmosphere of the two restaurants that customers frequently highlight.



Photo: A part of 5th Dungeon service hall (left), Souvenir section of Gas Lamp restaurant (right). (Source: Taken by the author).

Entertainment

After the atmosphere, another theme that shapes tourists' experiences in theme restaurants is entertainment. In this context, practices such as shows, fiction, animations, fun payment methods, punishments, tortures, and different rituals in theme restaurants impressively engage customers in having fun experiences. Such entertainment experiences can turn into memorable experiences and positively affect tourists' behavioral intentions. Below are some shares of Turkish customers of theme restaurants who expressed that they had fun experiences:

If you come to Lviv, go there! The man at the door is very entertaining. The inside is huge; it is difficult to get out without getting lost (C254).

We witnessed two of the punishments, and it was fun. The bill came with an ax (C374).

There are many sadistic-themed venues in Lviv. Of course for entertainment. They try to make the customers spend a good time here (C462).

In the observations within the research, it has been seen that the themed restaurants attempt to offer their customers enjoyable experiences. Starting from the external appearance of the restaurant (guest welcoming and entrance) to taking orders and bills, shows during the meal, employees' clothes and setups, astonishing service ways (such as serving coffee with fire in the dark) aim to entertain the customers in general. Of course, such activities offer much more fun than a typical restaurant can do, and such restaurants can turn into entertainment centers for tourists. Below are some photos of the activities of the theme restaurants to entertain their customers.

Staff

Employees in themed restaurants, as in the entire service sector, are among the factors that shape the memorable experiences of tourists, either positively or negatively. So much so that the qualities of the staff in theme restaurants such as being friendly, polite, funny, helpful, interested, sincere, knowing English, wearing clothes suitable for the concept, and being well-

educated have favorably influenced the experiences of Turkish tourists. It has been observed that the staff's uniforms in theme restaurants, service, and the way the staff greets the customers affect memorable experiences. The e-reviews of the customers on the subject are below:

*Simply I was blown away. The atmosphere is fantastic, and the employees are concerned (C159).
The staff is quick and helpful (C114).*

*The waitress who took care of us spoke English very well. She was very kind and smiling (C95).
The place is very entertaining and has an original concept. Waiters in military clothes serve inside (C109).*

Emotions

The online shares of Turkish tourists visiting theme restaurants show their intense emotional experiences of happiness, pleasure, excitement, joy, surprise, and contentment in restaurants. Below are direct quotations from the e-reviews of some Turkish tourists regarding their emotions.

There's no need to say something about the beer, anyway; delicious. The meals were also successful, but the excitement of the place was enough for me. You must go there at least once (C111).

Be sure to get the account on the table. A pleasant surprise will be waiting for you. But prepare your camera in the meantime (C12).

The most strange place I've ever been. We dropped by with three friends. We were all satisfied (C406).

After personally visiting and experiencing theme restaurants, the researcher has witnessed more different experiences and emotions compared to regular restaurants. Apart from being ordinary places to eat, such theme restaurants provide a memorable restaurant experience as their customers experience distinct emotions. So the customers desire to revisit these restaurants in the future and recommend them to their friends.

Senses

All food and beverage businesses work hard to provide their customers with stimulative experiences. Turkish tourists who receive service from theme restaurants have been observed to share their e-reviews about their senses on social media. In this context, the sensory tastes (taste, smell, sight, hearing, touch) that theme restaurants offer to their customers help shape memorable experiences. Of course, the basic expectation from a restaurant is to be served food and beverages of good quality (in terms of taste, hygiene, price-performance, friendly behavior). The sharings of some Turkish tourists about their sensory experiences in theme restaurants are as follows:

It's nice to see surprising things around while you eat. When the bill comes, they hit on it with a cleaver. Everyone looked in the direction the voice came from. We took a selfie with the executioner on the way out the door (C522).

I am happy to smell that kerosene smell reminding me of childhood (C87).

Behavioral Intentions

The analysis of theme-restaurant-related shares of Turkish tourists has revealed that those who express especially memorable experiences will have positive behavioral intentions of revisiting,

recommending, and paying more. In this context, it can be stated that Turkish tourists have experienced intense sensory and emotional experiences with the atmosphere, entertainment, and working staff of the themed restaurants they received service. As a result, all these features (themes) that shape experiences in theme restaurants turn into memorable experiences and enable tourists to exhibit positive behavioral intentions. In this context, it has been understood that tourists who were satisfied with theme restaurants' memorable service want to revisit these restaurants and advise their relatives about these restaurants in Lviv. However, although some tourists find the service cost high, they have commented that the positive experiences are worth this price. Below are some e-reviews from Turkish tourists:

Do not leave Ukraine without dropping by here. The place has a unique concept, and its accounting methods are flawless. The prices are reasonable. (C49).

I went once with my wife, and I will drop by when I come to Lviv again this year. The meats and the ambiance are exceptional (C424).

Expensive place, but it's worth the money (C374).

Conclusions and recommendations

The current study examined the memorable restaurant experiences of Turkish tourists who receive service from theme restaurants. The results of the study will offer contributions to both theory and practice. In the study, the themes that shape the memorable experiences of tourists served by theme restaurants were divided into five categories: atmosphere, entertainment, staff, emotions, and senses. In the end, the study makes some suggestions to theme restaurant entrepreneurs. First, offering unique and different experiences to the customers in terms of atmosphere, entertainment, and personnel will provide customer satisfaction and a competitive advantage. Such services will enhance tourists' emotional and sensory experiences, which will enable tourists to exhibit positive behavioral intentions. A particularly engaging atmosphere will provide tourists with more than just dining experiences, which will give the businesses an advantage in today's competitive market conditions.

For theme restaurant businesses, atmosphere, entertainment, and staff are very significant factors, and these elements can provide sensory and emotional experiences to customers. The food offered on the menu is still the most crucial factor for all restaurants. Reviews have shown that tourists experience a lack of hygiene, poor meal, slow service, and high prices, which cause dissatisfaction. It is equally essential for theme restaurateurs to emphasize the overall service besides the central theme. Food-related elements, such as hygiene, taste, smell, temperature, portion, and price, should be offered to customers in the best possible way so that they will not impact the entire dining experience negatively. A hygienically poor meal can also turn into a memorable experience and have negative behavioral consequences. In this respect, restaurant businesses should pay attention to the general services besides the determined theme.

One of the most striking findings of theme restaurants operating in Lviv is that such restaurants are usually established in the basements of buildings. This situation made it possible to use a generally inactive part of a building by designing the basement as a restaurant. These restaurants, which are in high demand, can provide memorable experiences by benefiting idle sections and serving in the most central places of the city with more affordable rents.

Considering that the rents are high in touristic destinations, encouraging such themed restaurant initiatives can provide significant financial opportunities. Theme restaurants are chiefly preferred by tourists looking for difference and escape (Pine and Gilmore, 1999). In future years, theme restaurants in the sector will see more demand than standard restaurants that are copies of each other. As a result, supporting such restaurants can contribute to the marketing of destinations in terms of touristic product variety. The city of Lviv is a significant example of practice in this context.

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Effects of Dark Leadership Styles on Working Life

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Abstract

Leadership is among the most popular topics in organizational psychology and management research. The issue of leadership, which has been of critical importance throughout the history of humanity, has become even more important today. One of the topics that have attracted attention in leadership research lately is dark leadership styles. There has been much research on dark leadership styles. In these independent studies, a great deal of research has been conducted on the individual and organizational antecedents and consequences of dark leadership styles and the ways of coping with these destructive leadership styles. However, the number of comprehensive reviews on the consequences of dark leadership styles is still limited since these studies seek to answer specific and limited empirical questions on different samples from different cultures.

For this reason, this study aims to examine the effects of dark leadership styles on working life, which has recently been discussed in various names and types. Dark leadership styles are examined in the literature, such as toxic leadership, narcissistic leadership, abusive leadership, Petty tyranny, destructive leadership, and negative leadership and so on. These classifications have been used to describe the negative behaviors exhibited by people in managerial positions in organizations. This study examined empirical studies on related dark leadership styles by scanning the relevant literature. Afterward, a general view of the effects of the relevant leadership styles on attitudes towards work and the organization is presented. Accordingly, it was concluded that dark leadership styles negatively affect attitudes towards work and the organization, such as job satisfaction, burnout, productivity, stress, organizational commitment, and trust. However, it has been observed that there are not enough empirical studies in eastern societies, whereas dark leadership studies are mainly carried out in western societies.

Keywords: Leadership, Dark Leadership Styles, Destructive Leaders, Literature Review

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Introduction

Leadership is among the most popular topics in organizational psychology (Den Hartog & Koopman, 2001). Although the contributions of successful leaders to the company, country, and humanity are outstanding, not every leader is very successful (Allio, 2007). One of the topics widely studied in leadership research in recent years is the destructive leadership characteristics which can also be called the dark side of leadership (Furtner et al., 2017; Harris & Jones, 2018; Mackey et al., 2021). Although some leaders successfully influence and direct the masses, they may exhibit behaviors that negatively affect the followers. In this respect, the causes and consequences of destructive leadership characteristics should be examined in detail. Many different studies examined the consequences of dark leadership styles independently. Inferences about the results of these studies were made in the present meta-analyses (e.g., meta). With a similar purpose, this study aims to reveal leaders' dark leadership styles' effects on

working life through a literature review. At the same time, the general characteristics of leaders with dark leadership characteristics were tried to be emphasized in the study. Within the scope of the study, first of all, the definition and importance of leadership are given very briefly. Then, the dark leadership styles, the essential characteristics of the leaders that can be evaluated in the dark leadership category, and the effects of these leadership styles on working life are discussed. While the effect of dark leadership characteristics on working life is discussed, the findings of studies examining the impact of dark leadership characteristics on followers' attitudes towards work in different cultures and samples are compiled.

Leadership

A leader, in its simplest form, refers to a person who directs a particular group of people to achieve specific goals and influences others. A leader is a person who leads a group of people and is followed by a particular audience. Leadership refers to influencing and directing others to achieve specific goals (Burns, 2012; Hughes et al., 1993). Although leadership has been explored more and more in recent years, it is as old as human history. Leaders have played a vital role in many critical social and political activities throughout human histories, such as the establishment of principalities and empires, wars, migrations, inventions, and the establishment of nation-states.

Scientific knowledge on leadership has started to develop in parallel with the scientific approach to management. Leadership has been examined in terms of traits, behavioral, contingency, and modern approaches (Antonakis et al., 2004). The basic assumption of trait theory is based on the assumption that individuals with certain personal characteristics can be successful leaders, and individuals who do not have these defined characteristics are less likely to be leaders. The behavioral approach, on the other hand, is based on the assumption that one does not necessarily have to have some personal characteristics in order to be a successful leader in a sustainable way, and that the effectiveness of leader behaviors (for work, people and production) plays a critical role in the success of the leader. Situational approaches, on the other hand, argue that there is a lack of understanding of leadership by determining general rules for the success of leaders and the emergence of leaders. Instead, it is based on the assumption that the factor determining the leader's success or effectiveness will differ depending on variables such as followers, context, conjuncture, cultural differences, etc. On the other hand, modern leadership approaches focus on categorizing leadership characteristics, following the contributions of the contingency approach to the leadership literature, and contributing to the development and examination of many current and popular leadership styles (Uslu, 2019).

In order to better understand leadership, it is necessary to examine in depth the people in managerial roles who influence the masses with their decisions and directions. Some individuals with high leadership tendencies may have a high need for power and attention (Özsoy, 2017). In this case, the leader might prioritize his personal goals, mistreat the followers, and exhibit behaviors that cause negative consequences for the organization (Mackey et al., 2021). Therefore, this study will focus on the adverse effects of dark leadership styles on their employees.

Dark side of leadership

Leader behaviors, such as being aggressive, destructive, narcissistic, dictatorial, and toxic leadership, can also be expressed as dark or destructive leadership styles in organizations and represent the leader's negative behaviors in terms of their effects, and those behaviors have been frequently studied (Mackey et al., 2021). These types of leadership styles, which are mostly attributed to the behavior of the leader depending on the personality traits, can cause negative consequences both on the employees and organizations. A decrease in motivation and job

satisfaction, organizational commitment, an increase in stress, burnout, absenteeism, and intention to leave is observed in employees exposed to these negative behaviors (Dinçer, 2019; Güldü & Aksu, 2016; Özgenel & Canylesi, 2021; Schyns & Schilling, 2013; Tepper et al., 2006).

Many different concepts, managers, or types of leaders can be considered within the scope of dark leadership. Although the existing distinctions have nuances, generally exhibiting undesirable behaviors in a particular society, organization and culture distinguish dark leaders from other leaders. In the literature, destructive leadership styles have been examined in many different conceptual distinctions within the scope of negative leadership behaviors. In this direction, abusive supervision (Tepper, 2000), petty tyranny (Ashforth, 1994), narcissistic leadership (Rosenthal & Pittinsky, 2006), despotic leadership (De Hoogh & Den Hartog, 2008), toxic leadership (Lipman-Blumen, 2005) evil leadership (Kellerman, 2004), negative leadership (Schilling, 2009), destructive leadership (Krasikova et al., 2013) are all can be considered under dark or destructive leadership. We will not go into detail about these distinctions, as this study focuses on examining the impact of leaders who exhibit these traits on employees and working life. However, to understand dark leadership better, we will list the general characteristics of the managers with these leadership styles, which can be considered within the scope of dark or destructive leadership

As a result of the examination of the characteristics of leaders who can be evaluated in the dark leadership category, the following features are summarized by compiling from existing studies on the subject (Başar et al., 2016; Başar, 2020; Conger, 1990; De Hoogh & Den Hartog, 2008; Furtner et al., 2017; Harris & Jones, 2018; Kellerman, 2004; Kurtulmuş, 2019; Mackey et al., 2021; Özsoy, 2019; Rosenthal & Pittinsky, 2006; Schilling, 2009; Tepper, 2000):

Arrogance: Dark leaders tend to see themselves as superior and show contempt for others, condescension, and mockery of others. These features are especially seen in narcissistic leaders (Özsoy, 2019).

Dishonesty: Dark leaders tend to lie, be unfair, and in some cases, act immoral for reasons such as attaining personal desires, justifying themselves, and increasing their power.

Discrimination: Dark leaders tend to keep people around them, especially those who do not threaten their ego and support their bulging selves. As such, they can manipulate the power they have in order to gain more support from their followers or subordinates. On the other hand, they tend to have a negative attitude towards people who voice their own mistakes, criticize them, and tell their mistakes to their faces. This situation lays the groundwork for discriminatory and exclusionary treatment of these people in the allocation of resources.

Disagreeableness: Disagreeableness might be considered an indicator of some pathological problems. It is a prominent feature, especially in individuals with certain personality disorders (e.g., narcissism) (Özsoy et al., 2017). Disagreeable individuals have difficulty in establishing sustainable relationships with others. The main reason for this is the tendency to see themselves as more talented in general. They tend to look at the issues mainly from their own perspective, defends their own truths, and are closed to other ideas.

Feeling of Personal Inadequacy: Individuals who have improved themselves and believe in their cognitive capacity and competence are expected to have a higher tendency to exhibit behaviors that are accepted by society. It can be claimed that people who have problems in human relations are highly conflictual, hold others responsible even for their own mistakes, and belittle others, have unconscious feelings of inadequacy, even if they are not consciously aware of it. In order to suppress this inadequacy, they tend to establish superiority.

Ambition: Motives such as determination, desire for success, and desire for self-development are based on basic psychological needs. However, the fact that these motives are high enough to dazzle the person triggers greed. When the level of ambition increases, individuals may enter into the complex of getting out of control and being superior to others in some cases. In this regard, it can be argued that the level of ambition of leaders who exhibit dark behavior is generally much higher than the average.

Bad Will: It can manifest differently in social and professional business life. First, the tendency to look for harmful intentions in the actions of others and cynical attitudes express bad intentions that others are not trustworthy.

Abuse: One of the most prominent characteristics of dark leaders is abusing subordinates. In working life, it is possible to abuse organizational resources, people, power, and employees within the control area in various ways (Tepper, 2000). Dark or destructive leaders abuse people (followers or subordinates within the scope of control) by; portraying the success of others as one's own success, blaming others for their own mistakes (finding a scapegoat), engaging in statements and actions that do not involve physical violence but psychologically intimidating, and offending employees in social-psychological contexts.

Dominance: These people tend to think that their own decisions are better than others, to be closed to criticism and well-meaning feedback, not to listen to others, and to display distinctive behavior when interrupting others. In this respect, followers tend to put forward a headstrong behavioral pattern that reads their own way rather than listening and making decisions democratically (De Hoogh & Den Hartog, 2008).

Selfishness: These leaders display narcissistic tendencies such as using resources voluntarily, self-liking, and self-prioritizing. These features allow them to exhibit more destructive and incompatible patterns (Özsoy, 2019).

Being closed to feedback: Because these leaders like themselves, they think that their thoughts, ideas, and cognitive capacities are greater than those of others. For this reason, they are more closed to constructive feedback and tend to act on their own and in line with their own wishes.

Overview of Dark and Destructive Leadership Research

It is seen that the leadership styles discussed in the dark leadership division generally negatively affect the attitudes of the employees towards the job and the organization. For example, toxic leadership, which can be considered among the dark leadership styles; It reduces job satisfaction (Bakkal, Serener & Myrvang, 2019; Paltu & Brouwers, 2020; Schmidt, 2014), increases intention to leave (Bakkal, Serener & Myrvang, 2019; Paltu & Brouwers, 2020; Yalçınsoy & Işık, 2018), burnout and (Cetinkaya & Ordu, 2018; Uzunbacak et al., 2019) increase job stress (Hadadien & Zarei, 2016; Unur & Perkerşen, 2017), group productivity (Schmidt, 2014), organizational trust (Bozkurt et al., 2018; Schmidt, 2014) and organizational commitment (Bozkurt et al., 2018; Schmidt, 2014; Paltu & Brouwers, 2020) have been shown in previous studies to cause reducing effects. In support of this, Schyns and Schilling (2013) examined the findings of 57 independent studies on destructive leadership styles. The results showed that disruptive leadership increased turnover intention, resistance to the leader, and counterproductive work behaviors.

Studies on leadership styles such as abusive supervision, narcissistic leadership, toxic leadership, petty tyranny, despotic leadership, and destructive leadership, which can be considered among the dark or destructive leadership styles, have been scanned. Some of these research findings are shared in the Table 1 regarding the variable examined and the correlation coefficient obtained.

Table 1. Overview of some selected existing research

Types of Dark/Destructive Leadership	Researcher(s)	Variable examined	r
Abusive supervision	(Wu & Hu, 2009)	Emotional exhaustion	.26**
	(Akram, Li & Akram, 2019)	Emotional exhaustion	.22 **
		Counterproductive work behaviours (cwbs)	.13 **
	(Wei & Si, 2011)	(Cwbs)	between - .17* and -.28**
	(Whitman, Halbesleben & Holmes, 2012)	Emotional exhaustion	.33**
	(Wang, Hsieh & Wang, 2020)	Employee silence	.39**
		Work engagement	-.16*
		Job satisfaction	-.19**
		Positive affectivity	-.28**
	(Huang, Su, Lin & Lu, 2018)	Work engagement	-.50***
		Ocb (organizational citizenship behaviour)	-.33***
		Voice	-.34***
		Core self-evaluations	-.22*
	(O'Donoghue, Conway & Bosak, 2016)	Engagement	-.36**
		Burnout	.61**
		Workaholism	.03
Job satisfaction		-.51**	
Job embeddedness		-.37**	
Job engagement		-.41**	
Narcissistic leadership	(Norouzinik, Rahimnia, Maharati & Eslami, 2022)	Innovative behaviour	-.49**
		Job stress	.25**
		Trust in leaders	.09
	(Yao et al., 2020)	Traditionally	.07
		Voice behaviour	.46**
		Psychological strain	.17*
	(Erkutlu & Chafra, 2017)	Psychological capital	-.34***
		Organizational cynicism	.18*
		Employee silence	.11*
	(Aboramadan, Turkmenoglu, Dahleez & Cicek, 2020)	Negative work related gossiping	.28**
		Behavioural cynicism	.36**
		Organizational aggression	.61**
	(Alhasnawi & Abbas, 2021)	Workplace hostility	.48**
		Workplace deviance	.48**
		Malicious envy	.51**
	(Braun, Aydin, Frey & Peus, 2016)	Benign envy	-.43**
		Cwb-s (supervisor targeted counterproductive work behaviour)	.57**
		Envy (trait)	.16**
		Admiration	.89***

Types of Dark/Destructive Leadership	Researcher(s)	Variable examined	r
	(Gruda, McCleskey, Karanatsiou & Vakali, 2020)	Rivalry	.87***
		Openness	-.02
		Conscientiousness	-.05
		Extraversion	.20**
		Agreeableness	-.15*
		Neuroticism	.21**
Toxic leadership (TL)	(Yalçısoy & Işık, 2018)	Organizational commitment	between -0.6 and 0.31**
		Intention to quit the job	between .07 and .43**
	(Hadadian & Zarei, 2016)	Job stress on self promotion (sub dimension of toxic leadership),	.46**
		Job stress on narcissism (sub dimension of tl)	.40**
		Job stress on abusive supervision (sub dimension of tl)	.53**
		Job stress on unpredictability (sub dimension of tl)	.48**
		Job stress on authoritarian leadership (sub dimension of tl)	.52**
	(Bakkal, Serener & Myrvang, 2019)	(1) toxic leadership on job satisfaction	(1) Inappreciativeness, -.73**
			(1) Selfishness, -.68**
			(1) Self-Seeking, -.69**
		(2) toxic leadership on turnover intention	(1) Negative Mental State, -.66**
			(2) Inappreciativeness, .35**
			(2) Selfishness, .33**
			(2) Self-Seeking, .39**
	(Canbolat, Çelik & Ulukapı Yılmaz, 2021)	Career commitment	.01
		Task performance	.01
	(Şengüllendi, Şehitoğlu & Kurt, 2020)	Counterproductive work behaviour towards employees	.28**
		Counterproductive work behaviour towards organization	.17**
		Counterproductive work behaviour in total	.25**
		Careerism	.51**
	(Paltu & Brouwers, 2020)	Intrinsic job satisfaction	.32**
Extrinsic job satisfaction		.46**	
Affective commitment		-.37**	
Continuance commitment		-.01	
Normative commitment		-.10	
Turnover intention		.39**	
Petty tyranny	(Akhtar & Shaukat, 2016)	Work alienation	.20**
	(Kant, Skogstad, Torsheim & Einarsen, 2012)	Crew member trait (anxiety)	.17*
		Crew member trait (anger)	.13
		Crew member role (ambiguity)	.05
		Crew member role (conflict)	.27**
		Captain trait (anxiety)	.05
		Captain trait (anger)	.21*
		Captain role (ambiguity)	.12
		Captain role (conflict)	.12

Types of Dark/Destructive Leadership	Researcher(s)	Variable examined	r
Despotic leadership	(De Clecq, Azeem, Haq & Bouckennooghe, 2020)	Turnover intentions	.24**
		Job stress	.04
		Coworker support	.02
		Political ineptness	-.22
	(Naseer, Raja, Syed, Donia & Darr, 2016)	Perceived organizational politics	.30**
		Leader member exchange	-.23**
		Job performance	-.32**
		Creativity	-.20**
	(De Hoogh & Den Hartog, 2008)	Optimism future	-.01
		Effectiveness	.00
	(Nastiezaie, Vahdani, Porki, Glavi & Ramroudhi, 2022)	Work alienation	.77**
		Work boredom	.72**
Destructive leadership	(Özgenel & Canuyulası, 2021) (Çetin & Maral, 2021)	Organizational stress	.42**
		(1) excessive authoritarianism	.63**
	(2) not being competent for leadership	.72**	
	(3) unethical behavior	.66**	
	(4) technology and resisting change	.51**	
	(5) insensitivity to subordinates	.50**	
	(6) nepotism	.70**	
	Total perceived organizational barrier	.77**	
	(Güldü & Aksu, 2016)	(1) excessive authoritarianism	.89*
		(2) not being competent for leadership	.91*
		(3) unethical behavior	.90**
		(4) technology and resisting change	.77**
		(5) insensitivity to subordinates	.74**
		(6) nepotism	.75**
		(A) occupational burnout	.37**
		(B) emotional exhaustion	.44**
		(C) depersonalization	.37**
		(D) feeling of personal achievement	.01
		(E) negative mood	.35**

Note. r = correlation coefficient, * p<0.05, **, p<0.01,

As emphasized above, many different leadership styles can be considered under the umbrella of dark or destructive leadership. In this respect, the findings of selected studies that deal with some leadership styles that can be evaluated within the scope of dark leadership are shared in the table below. Thus, a general view about the effect of dark leaders on the attitudes and behaviors of employees towards work has been tried to be put forward. As can be seen, dark leadership styles affect employees and organizations negatively to a great extent.

Discussion and Conclusion

It is possible to say that the consequences of dark or destructive leadership styles overlap at a certain point. Those styles generally lead to adverse outcomes, especially regarding followers' attitudes toward work). Therefore, in the studies to be conducted on dark leadership styles, it is thought that more research is needed on subjects such as; the reasons for the emergence of dark leadership, whether the results of dark leadership styles differ according to cultures, and whether dark leadership differs according to cultures, and examination of antecedents dark leadership at the micro (personality traits, history of the person), meso (organizational factors, social psychological factors, social learning) and macro (cultural factors) levels.

This study reflects the conclusions drawn from a narrow literature review. In this respect, it does not include sufficient screening for making solid inferences. Indeed, this is the main limitation of the study. Various suggestions for future studies in dark leadership studies are listed below.

- There is a need for theoretical studies to clarify the conceptual distinctions of dark leadership styles.
- Considering the contributions and suggestions of the contingency approach in leadership, studies can be conducted to examine what kind of leaders in which culture, organization, and employee group lead to more effective results or more destructive results. For example, when we look at the studies on narcissistic leadership, studies are showing that narcissistic leaders have less destructive effects on employees compared to other dark triad personality traits (Özsoy, 2018; Volmer et al., 2016). Regarding cultural differences, there may be differences in the effectiveness of leadership perception depending on variables such as power distance and collectivism. For example, in societies with high power distance, the level of authoritarianism of leaders may not lead to devastating results as expected. However, the number of empirical findings on these issues is still limited.
- There are problems with measuring dark leadership styles. For example, while some researchers only measure the narcissism level of the leader, others measure the abusive supervision tendency. For this reason, a dark leadership scale can be developed based on the common characteristics of dark or destructive leaders.

As a result, it is seen that the results of dark or destructive leadership are generally negative. However, much empirical and theoretical work is still needed on dark leadership styles. There are many limitations in this review study, so more comprehensive studies are needed.

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