Bayram Oğuz Aydın / Emine Şahin /
Özlem Duğan (eds.)

Public Relations and Advertising Theories: Concepts and Practices

PETER LANG

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Bibliographic Information published by the Deutsche Nationalbibliothek
The Deutsche Nationalbibliothek lists this publication in the Deutsche Nationalbibliografie; detailed bibliographic data is available online at http://dnb.d-nb.de.

Library of Congress Cataloging-in-Publication Data
A CIP catalog record for this book has been applied for at the Library of Congress.

Cover Design: © Olaf Gloeckler, Atelier Platen

ISBN 978-3-631-76675-0 (Print)
E-ISBN 978-3-631-76679-8 (E-PDF)
E-ISBN 978-3-631-76680-4 (EPUB)
E-ISBN 978-3-631-76681-1 (MOBI)
DOI 10.3726/b14625

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Internationaler Verlag der Wissenschaften
Berlin 2018
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Peter Lang – Berlin · Bern · Bruxelles · New York · Oxford · Warszawa · Wien

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This publication has been peer reviewed.

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List of Contributors

Mustafa Akdağ Prof. Dr.,
Erciyes University
Faculty of Communication
makdag@erciyes.edu.tr

Semra Akıncı Res. Asst.
Anadolu University
Communication Sciences Faculty
semraakinci@anadolu.edu.tr

Aynur Arslan Asst. Prof., Dr.
Ondokuz Mayıs University
Faculty of Health Sciences
aynurarslan@gmail.com

Emre Ş. Aslan Asst. Prof., Dr.
Gümüşhane University
Faculty of Communication
emresaslan@gmail.com

Ahmet Gökçe Aslaner Asst. Prof., Dr.
Beykent University
Faculty of Communication
gokceaslaner@beykent.edu.tr

Duygu Aydın Aslaner Asst. Prof., Dr.
İstanbul Kent University
Faculty of Humanities and Social Sciences
duygu.aydinaslaner@kent.edu.tr

Bayram Oğuz Aydın Asst. Prof., Dr.
Gaziantep University
Faculty of Communication
boguzaydin@gantep.edu.tr

Gülşah Aydın Asst. Prof., Dr.
Yeditepe University
Faculty of Communications
gaydin@yeditepe.edu.tr

Habibe Akçay Bekiroğlu Lecturer Dr.
Yıldız Technical University
akcayh@yildiz.edu.tr

Vesile Çakır Prof., Dr.
Selcuk University
Faculty of Communication
vcakir@selcuk.edu.tr

Ümmü Özlem Çerçi Lecturer
Selcuk University
ozlemcerci@selcuk.edu.tr

Çağatay Demirel
Gümüşhane University
Institute of Social Sciences
ccagataydemirel@gmail.com

Özlem Duğan Asst. Prof., Dr.
Uşak University
Faculty of Communication
ozlem.dugan@usak.edu.tr

Salih Gürbüz Asst. Prof., Dr.
Necmettin Erbakan University
Faculty of Fine Arts
sgurbuz@konya.edu.tr

Burcu Kantarcıoğlu Lecturer
Antalya Bilim University
School of Business and Social Sciences
burcu.kantarcioglu@antalya.edu.tr

Melis Karakuş Selcuk University
Institute of Social Sciences
meliskarakus03@gmail.com

Pınar Güner Koçak Lecturer
Nevşehir Hacı Bektaş Veli University
pinarguner6@hotmail.com

Şebnem Özdemir Asst. Prof., Dr.
Cumhuriyet University
Faculty of Communication
sozdemir@cumhuriyet.edu.tr

Emine Şahin Asst. Prof., Dr.
Gaziantep University
Faculty of Communication
eminesahin2001@gmail.com

Işılay Talay-Değirmenci Asst. Prof., Dr.
Antalya Bilim University
School of Business and Social Sciences
isilay.degirmenci@antalya.edu.tr

Salih Tiryaki
Selcuk University
Faculty of Communication
salih.tiryaki@selcuk.edu.tr

Nagihan Tufan Yeniçıktı Res. Asst. Dr.
Selcuk University
Faculty of Communication
nagihantufan@selcuk.edu.tr

Güldane Zengin Res. Asst. Dr.
Selcuk University
Faculty of Communication
guldanezengin@gmail.com

Scientific Advisory Committee

Prof. Dr. Hanife Güz, Department of Public Relations and Publicity, Faculty of Communication, Gazi University

Prof. Dr. Nurettin Güz, Department of Journalism, Faculty of Communication, Gazi University

Prof. Dr. Şükrü Balcı, Department of Journalism, Faculty of Communication, Selçuk University

Prof. Dr. Vesile Çakır, Department of Advertising, Faculty of Communication, Selçuk University

Prof. Dr. Himmet Hülür, Department of Journalism, Faculty of Communication, Abant İzzet Baysal University

Prof. Dr. Derya Öcal, Department of Public Relations and Publicity, Faculty of Communication, Atatürk University

Public Relations

Mustafa Akdağ and Pınar Güner Koçak

Bibliometric Analysis on Personal Influence Model as a Public Relations Model

1 Introduction

International Public Relations is the relation carried out among cultures, and its process is formed by various mixtures of different nations, international developments, priority publicities, legal/political and historical contexts (Becerikli, 2005:1). However, it should be noted that the international sector is the most difficult to manage within all areas of public relations and government relations. It is more complex, unpredictable and poses more risks than local-based public relations programs (Wakefield, 2009:94).

When the research of international scholars is examined, it is seen that they attach importance to cultural elements and they emphasize that culture can be determinant in public relations activities. According to Sriramesh, Grunig and Buffington (1992), culture is a vital component of both normative

and positive public relations theories, although it is largely ignored in many research on public relations. Therefore, before developing public relations theories, theories and research on organizational culture should be examined. Because organizational culture influences all decisions taken from the world view (including the selection of the public relations model and the development of the scheme that determines public relations and its purpose) and therefore affects public relations (Sriramesh vd., 2005:605). According to Hofstede and Tayeb, institutions are not only affected by culture but cultures also affect institutions (akt. Sriramesh vd., 1999:273).

It should be noted that between organizational culture and social culture, there are interrelated and complicated relations. Organizational culture affects the public in communication with the organization by influencing the communication structure within the organization as a whole and also influences the social culture. While this is an opportunity for local companies to know and understand the culture of the society, multinational companies should specialize and get educated in managing their relations with the people of different cultures, as stated by Sriramesh, Kim and Takasaki (Sriramesh vd., 1999:271).

According to Hofstede's classification of culture, the perception of sharing, desire to be together, respect, cooperation and being with us are very important in societies that have a collectivist culture (Kartarı, 2016:113–118). Grunig

et al. (1995) confirm that their personal influence approach has become a fully expressed model of public relations activities in Asia following repeated more testing by Sriramesh. Puspa (2007), which states that assumption of four models of public relations which are valid in all countries and are created in accordance with American culture will enter into ethnocentrism, with personal influence model and cultural values, instead of adopting and expressing clearly some notions like in China "Guanxi (building and sustaining the existing fraternity relationship among the related persons)", in Japan "nomu (time to drink to emphasize the importance of the personal influence they have with media members)" and amae (desire to be connected to someone else's goodness)", in India "hospitality relations" and in Korea "hide yourself forever", Puspa (2007) states the emergence of concepts such as referring to metaphors.

The importance of cultural elements and personal relations in public relations practices is taken into consideration. In public relations and personal influence model culture has become an important variable. It has been observed that there may be differences in public relations practices according to cultural characteristics. The tendency to maintain personal relationships, hospitality and intimate relationships, which are one of the elements of the personal influence model, is often associated with the characteristics of collectivist societies. As in Asian countries, Turkey has also a collectivist culture. Hospitality and sincerity, one of the most prominent characteristics of Turkish culture, influence the functioning of organizations and public relations activities.

In this respect, the study aimed to draw a framework of previous studies on the personal influence model. In this study, it was observed that some researchers came to the conclusion of the personal influence model while trying to investigate the public relations models used in their own countries, some evaluated especially the applications of the personal influence model, some took a critical approach to the personal influence model and some took a historical perspective on the applications of the personal influence model. The aim of this study is to make a bibliometric analysis for studies about personal influence model in the international literature, critical points of the model and subsequent studies. Bibliometric analysis is to obtain data by examining specific features of documents or publications. Some scientific communication findings have been obtained by examining studies published in academic field with bibliometry within the framework of different bibliometric features (topic, year, contributing institution, using key words, work's number of authors, references and common references). These findings can be used to compare countries and institutions about various issues, to determine the most effective author in the related literature and to compare researches (Ulu, Akdağ, 2015:5). Findings obtained

with the of bibliometric studies are able to state how related discipline shows progress, to find problems and deficiencies, and in this context, are also able to discuss corrections to-do and proposals to be submitted (akt. Yılmaz, 2017:66). With bibliometric studies, disciplines are able to get to know themselves better and researchers are able to learn about their fields (Al, Coştur, 2007:157). This method is preferred to understand personal influence model better and to evaluate studies on this model.

2 International Public Relations and Culture Studies

In response to the need to establish the theoretical background of public relations discipline, Grunig and Hunt made a classification for public relations activities based on U.S. culture in 1984 and these activities are based on four public relations models: Press Agency, Public Information, Two-Way Asymmetric and Two-Way Symmetric.

In 1985, with the research fund formed by the International Business communicators foundation (IABC), under the leadership of J. E. Grunig and his friends with the excellence project on the question of "what distinguishes a perfect Public Relations Department from others and what may be the material and spiritual contributions of this department to the effectiveness of the organization", in time, with the contributions of researchers, an attempt was made to create a universal general theory for public relations. In this context, the name of the project was determined as perfection project and the academic studies of scientists and researchers in the research team for the purpose of creating theory were compiled and published in 2002. In particular, to evaluate public relations activities in different countries, i.e. in International Public Relations practices, Vercic, L.A. Grunig and J. Grunig had set five environmental variables for public relations practitioners within the scope of the "excellence project". These were the elements like political ideology, economic system (to cover the development level of the country economy), level of activism, culture and media system (the nature of the media environment in the country) (Sriramesh and Vercic, 2009:3). Depending on these variables, Vercic, L.A. Grunig and J. Grunig examined the case of the IABC's "Excellence Study" on public practice in Slovenia in 1996 and reached similar conclusions about the work of 326 organizations in the United States, Canada and the United Kingdom on excellent public relations in Slovenia. However, they stated that excellent public relations in Slovenia were not used as frequently as in the West, the reason for this low number of public relations experts in Slovenia and the effected of propaganda after and during the Second World War were shown(Vercic vd., 1996:38–39). However, there was uncertainty

about whether Slovenia generally represented the country on its findings. Grunig and his team's search for perfection in public relations, focusing on a theoretical framework, particularly on research based on U.S. culture, and the concern about finding similar results in different countries, were evaluated as ethnocentrism and criticized in public relations.

Vasquez and Taylor (1999), despite the fact that many countries transferred public relations techniques from the United States to them, in this transfer, they stated that the theories, models, practices and assumptions of the United States were confusing whether they were appropriate and comprehensive in explaining International PR practices (Vasquez ve Taylor, 1999:435). In their study of comparative analysis from different countries, Culbertson and Chen (1996) stated that there was a great progress in public relations research with findings from different geographical regions such as China, Japan, India, Philippines, Singapore, Malaysia and Taiwan, Saudi Arabia, Nigeria, and countries with political, economic and cultural characteristics (Culbertson ve Chen, 1996).

The development of International Public Relations and the conduct of researchers, especially in Asian countries, have created a roadmap for the development of International Public Relations for many other researchers. One of them is Ratip Puspa. Puspa, influenced by the work carried out by Culbertson and Chen, took the focus of public relations activities different from that carried out in America in International Public Relations, especially in Asian countries. For this purpose, he prepared the article titled "Personal Influence and Power Distance: Acknowledging Local Cultures Influence in Conceptualising Public Relations Practices in Asian Countries" (2007). With this study, Puspa aimed to discuss the cultural and social factors that help the emergence and adoption of a particular model of public relations in Asian countries. In this respect, he conducted qualitative analysis of the work done in Asian countries. Puspa evaluated the findings obtained from the studies (Puspa, 2007).

The article titled "Public Relations in Kenya: An Exploration of Models and Cultural Influences" by Dane Mwirigi Kiambia and Marjorie Keeshan Nadlerb is an important study in the International Public Relations literature. In particular, on the investigation of public relations activities in South Africa and Ghana, Kiambia and Nadlerb investigated public relations practices in Kenya and public relations models that inform the cultural values that affect this practice. Many International Public Relations firms in Kenya and Kenya's political stability compared to neighboring countries have been the reason for this research. Fifty-one Kenyan public relations practitioners and two local research assistants from independent consulting companies, non-profit enterprises, the public and private sectors were included in the research, and the research participants were

reached by using the snowball technique, and online surveys were conducted with participants. As a result of the research, it was found that the public relations model, which was widely preferred by public relations practitioners in Kenya, was a personal influence model. While there was a strong relationship between the personal influence model and the femininity culture value of Hofstede, the results revealed that public relations practitioners wanted to establish strong relationships with their colleagues, supervisors, customers and important people in the public (Kiambia & Nadlerb, 2012).

In order to better understand public relations on an international scale, as Sriramesh and Vercic had stated (2009:3), the relationship between public relations and other related variables should be well established. In this context, Grunig et al. worldwide professionals applying the generally accepted principles of public relations excellence in culture and language, political system, economic system, media system, level of economic development, activism (activism) on the nature and the degree of these six proposed that the contextual conditions should be taken into account(Grunig vd. 2006:56–61). Vasquez and Taylor also expanded the scale of research by adding to Grunig and Hunt's scale the cultural variables of Hofstede: power range, avoidance of uncertainty, masculinity, femininity, individuality and collectivism (cooperation)(Vasquez and Taylor, 1999: 436) variables. Sriramesh and Vercic (2009) reported that political system, level of economic development, activism, legal system, culture, determinants of culture, dimensions of social culture, organizational culture, mass media and images of nations, media control, media distribution, International Public Relations in the context of access to the media could be useful. In addition, Cutlip, Center and Broom (2000) stated that in International Public Relations stratification, ambiguity (low or high context), gender-based role identification, collectivism, adaptation to life, interpersonal trust, transfer of authority and other (country-specific cultural values) variables might be an economic and effective way of communicating with large and dispersed audiences of public relations practitioners through the media (Sriramesh ve Vercic, 2009: 15–16).

3 Emergence of Personal Influence Model

The personal influence model first emerged with the study titled "**Models of Public Relations in an International Setting**" written by J. Grunig, L. Grunig, K. Sriramesh, Y.H. Huang ve A. Lyra. In this study, it was tried to measure the activities of public relations carried out in India, Greece and Taiwan to comply with the models classified by Grunig and Hunt. Although public relations practitioners refer to the values and goals of professional public relations, most of them have no

application knowledge and have encountered two parameters in public relations applications, especially in countries other than the culture of Anglo. Especially in India and Greece, "personal influence" and "cultural interpretative" approaches have emerged, and these approaches can be considered as new models in the field of public relations. The researchers conducted a meta-analysis by re-evaluating the findings of the three countries in this study. The choice of these three countries is to evaluate the results of public relations research conducted in countries that are generally accepted but always have Anglo culture in terms of similarities and differences in international and different cultures. In addition, the studies of the researchers are consistent with each other in terms of method and theoretical content. In this study evaluated as American-specific public relation models and applications, they stated that two-way symmetric Public Relations model practices in these different countries could be applied, but they stated that the additional "personal influence" and "cultural interpretative" approaches could also be added to these models and would contribute to the International Public Relations literature. In this research, the personal influence model has emerged and has been discussed in the article: They have defined the positive effects of their good relationships on public relations activities with public relations experts, competent journalists, public officials working in the government, former diplomats, etc. In addition, they did not consider the personal influence approach as asymmetrically, they indicate that it could be in a symmetrical structure with the applications carried out. As a result, although public relations activities can differ from culture to culture, they emphasize that the most ideal public relations activities are two-way symmetric activities (Grunig vd., 1995).

According to the personal influence model, public relations professionals should establish a close relationship with competent individuals and organizations for the benefit of their organizations in the long term, remember important days, give gifts, organize invitations and show hospitality. In the long term, they should establish and increase its personal relationships and influence with these influential people and organizations that could seek help when organization needs them.

Triple interactivity, which makes the personal influence model of public relations functional, provides a framework for public relations practitioners and their key stakeholders to learn and implement the rules of professional interaction. The rules of interaction differ depending on various factors, such as culture, political climate, professional roles and social status of interacting individuals (Schriner, 2008:4).

After the personal influence model emerged, a large number of research was carried out to test the validity of the model. When the contents of this research were examined, the results in Tab. 1 were reached.

Tab. 1: The Studies Examined

	Direct Number of Studies Related to Personal Influence Model	Number of Studies Referencing the Personal Influence Model
Personal Influence Model	18	20

When we look at the data in Tab. 1, there are a large number of research on the personal influence model. Eighteen of these studies are directly written on the personal influence model. Studies that refer to the personal influence model consist of a few paragraphs that describe the model or give examples in this model.

The adoption of the personal influence model as the fifth model of public relations and especially featuring the cultural element has enabled many researchers to test this model in different countries. However, the clustering of studies in Asian countries has been evaluated as an element of criticism over time, and studies have been conducted on the application of this model in different countries with different cultures. Although many qualitative and quantitative studies have been carried out to develop the personal influence model, critical studies have been carried out emphasizing the negative characteristics of the model and emphasizing unethical practices. In this context, first of all, in order to be able to see the literature of personal influence more seriously and to understand the nature of the studies done, Tab. 2 was created.

The purpose of preparing the Tab. 2 is to draw a general framework to see how the individual influence model is addressed in the literature, what the studies are, the countries covered in this scope and the methods used by the researchers in order to see the methods. At the same time, this study will provide the answer to the question of what has not been done with the personal influence model. The search engines of Google Academic, Research gate and public relations review were first used in order to reach the literature data, and the studies that were not allowed to access were also obtained from the online databases of Erciyes University.

3.1 Contents of the Work Done Directly with the Personal Influence Model

One of the most important studies that enables personal influence to be settled as a literatured model is "Public Relations in Three Asian Cultures: An Analysis, Journal of Public Relations Research" by Sriramesh, Kim and Takasaki. Although this study was carried out on the study of the personal influence model similar

Tab. 2:. Features of the Work Done Directly on the Personal Influence Model

Name of the Study	Researcher-Researchers	Type of Study Quantitative/ Qualitative	Where the Study Is Performed	Publication Type	Publication Year
Models of Public Relations in an International Setting	James E. Grunig, Larissa A. Grunig, K. Sriramesh, Yi-Hui Huang, Anastasia Lyra	Qualitative and quantitative	India, Greece, Taiwan	Article	1995
The impact of Culture on Japanese Public Relations	K. Sriramesh, Mioko Takasaki	Qualitative and quantitative	Japan	Article	1998
The Models of Public Relations in India	Krishnamurthy Sriramesh	Qualitative and quantitative	India	Article	1999
Public Relations in three Asian Cultures: An Analysis, Journal of Public Relations Research	K. Sriramesh, Y. Kim, M. Takasaki	Qualitative and quantitative	India, South Korea, Japan	Article	1999
From Personal Influence to Interpersonal Influence: A Model for Relationship Management	Elizabeth L. Toth	Qualitative and quantitative	USA	Book Section	2000
The Personal Influence Model and Gao Guanxi in Taiwan Chinese Public Relations	Yi-Hui Huang	Qualitative	Taiwan China	Article	2000
Evaluating the Applicability of American Public Relations Assumptions and Theories in Asian Cultures	Ming-Yi Wu	Qualitative	USA	Congress Booklet – Paper/p. 570	2005

Tab. 2: (continued)

Name of the Study	Researcher-Researchers	Type of Study Quantitative/ Qualitative	Where the Study Is Performed	Publication Type	Publication Year
Personal Influence and Power Distance: Acknowledging Local Cultures Influence in Conceptualising Public Relations Practices in Asian Countries	Ratih Puspa	Qualitative	Asian Countries	Article	2007
Public Relations Functions in the Indonesian Mining Industry in the Post-Suharto Era	Gregoria A. Yudarwati	Qualitative	Indonesia	Conference	2008a
Personal Influence Model of Public Relations: A Case Study in Indonesia's Mining Industry	Gregoria A. Yudarwati	Qualitative	Indonesia	Conference-Milan	2008b
The Public Role Model in Public Relations: An Integrated Approach to Understanding Personal Influence in the Public Arena	Maureen Schriner	Qualitative	Italy	Symposium	2008
Knowledge Management and the Personal Influence Model: An Opportunity for Organizational Enhancement	Kristin M. Johnson	Qualitative and quantitative	USA	Thesis/ Article	2008

(*continued on next page*)

Tab. 2: (continued)

Name of the Study	Researcher-Researchers	Type of Study Quantitative/ Qualitative	Where the Study Is Performed	Publication Type	Publication Year
Internal Communication, Information Satisfaction, and Sense of Community: The Effect of Personal Influence	Candace White, Antoaneta Vanc, Gena Stafford	Qualitative	USA	Article	2008
Personal Influence Model, Cultural Premises and Corruption. Understanding Societal Orientations towards Informal Relations	Chiara Valentini	Qualitative	Published in Latin America/ Latin Europe/ Romania	Congress Booklet – Paper	2009
Revisiting the Personal Influence Model as an Ethical Standard in Public Relations Theory and Practice	Rita Somfai	Qualitative	USA	Thesis – Brigham Young University	2009
Personal Influence Model	Toni Muzi Falconi	Qualitative	USA	Article	2011
Public relations in Kenya: An Exploration of Models and Cultural Influences	Dane Mwirigi Kiambi, Marjorie Keeshan Nadler	quantitative	Kenya	Article	2012
Personal Influence and Pre-Industrial United States: An Early Relationship Model that Needs Resurgence in U.S. Public Relations	Robert I. Wakefield	Qualitative	USA	Article	2013

to the selection of three different countries, the similar research as methods and institutional contents of these three countries, the investigation of these researches by meta-analysis, the establishment of research questions on the four public relations model in three countries, it has allowed public relations to enter the literature as the fifth model after repeated testing of the personal influence approach. With the research, it was aimed to expose public relations activities in India (Sriramesh, 1992, 1996), South Korea (Kim, 1996) and Japan (Takasaki, 1994; Sriramesh and Takasaki, 1998), and it has emerged by conducting a top research to compare qualitative (in-depth interview, participant observation and ethnographic analysis) and quantitative (meta research) data obtained from their studies in 1999. Each researcher carried out the theoretical basis of their work in their countries through the Grunig and Hunt's models of public relations (Sriramesh vd., 1999:273). But, in addition to Grunig and Hunt's public relations models, due to their handling of different countries and their evaluation of International Public Relations, they have tried to test the existence and application of models by associating these models with culture. In the results obtained, the promotion and Press Agency model in all three countries was the most frequently used model.

Data from three countries revealed that only a fraction of Grunig and Hunt's public relations models were used in their public relations activities, and it came to the conclusion that professionals in these three Asian countries often use a "personal influence" model to conduct public relations activities in their organizations. Sriramesh, Kim and Takasaki describe personal influence model as a reciprocal relationship between individuals and public relations practitioners in strategic places such as government regulators, media workers and tax officials (Sriramesh vd., 1999:285). In the personal influence model adopted as the fifth model in public relations, public relations practitioners describe it as "the person who tries to establish good relations with the external public in order to limit government regulations, gain government approval and ensure that the organization has a positive presence in the press" and states that these experts have been involved in "personal influence relations"(Becerikli, 2005:7).Sriamesh, Kim and Takasaki's (1999) personal influence model was named as the fifth model in public relations and emphasized the importance of culture in public relations, and a door was opened for further studies. Similar research has been conducted in different countries, and the validity of the personal influence model has been tested.

Another study on the personal influence model was made by Sriramesh, who was later referred to as the founder of the model. Sriramesh (1999) conducted a survey and ethnographic analysis with 40 public relations experts and 18

organizations to determine how Grunig and Hunt's public relations models were used in India, with the study "The models of Public Relations in India". According to the survey results, participants were interested in a two-way symmetric model, ethnographic analysis was the opposite, and it was found that the personal influence model was heavily used in India as a model of the press agency / promotion model and the personal influence model, which was tested as a new public relations model, was popular among the sample agencies.

Sriramesh states that representatives of organizations communicate with strategic individuals in order to achieve public relations objectives, and that management should be responsible for hospitality relations. The image of an organization is not only product/service oriented, but also the quality of the overall view of the organization is important in terms of hospitality relations. Personally influential people included in the study were media members, key government departments, airline and railway workers' supervisors, secretaries in the municipalities and tax office workers (Sriramesh, 1999). Following the introduction of the Personal Influence model, a study titled "The Impact of Culture on Japanese Public Relations" was conducted by Sriramesh and Takasaki in 1998. The aim of this study is to define culture as a variable (both socially and institutionally) in public relations practices in various countries for public relations employees and academics in this field in terms of development of International Public Relations. A qualitative and quantitative analysis was carried out with 81 public relations practitioners. The research concluded that close friend relationships, defined in the personal influence model for Japanese public relations practitioners, are important to manage relations with the media. It was underlined that culture plays an important role in the public relations activities conducted in Japan, and although public relations practitioners cared about the symmetrical models, it was seen that one-way models were applied in organizations. In addition, researchers stated that culture is an important variable for public relations and the studies in the field of culture and public relations will contribute significantly to International Public Relations. This study is important for the evaluation of the personal influence model in terms of culture (Sriramesh &Takasaki, 1998).

Yi-Hui Huang (2000) conducted a study on China-Taiwan public relations and personal influence model and compared the personal influence model with the concept of Gao Guanxi (abuse of one's business or personal relations). Huang's work focuses on ethical issues in public relations as a result of personal influence model practices in the modern Chinese society. For this purpose, research data were presented through literature reviews and qualitative reviews. As a solution to the negative and unethical practices caused by Gao Guanxi which emerged

in parallel with the Personal Influence model, the personal influence model introduces the concept of "integrity" for Contemporary Public Relations philosophy. It expanded the area of the concept of wide family to society, emphasized social responsibility and public benefit, stressed the importance of explaining, brought the Confucius doctrine "Jen" back to the agenda and stressed equality. Huang underlined that the application of the personal influence model has led to unethical consequences (Huang, 2000).

Elizabeth L. Toth, who handled the personal influence model from a different angle, tried to underline the importance of interpersonal interaction and communication and sought a new model in her work titled "From Personal Influence to Interpersonal Influence: A Model for Relationship Management". In the study, a model was presented to show how interpersonal communication processes provided the construction of public relations. The personal influence model, which is the fifth model in public relations, established Toth's exit point and also wanted to draw attention to a third dimension including personal relation to two-way communication in Grunig and Hunt's classification (Toth, 2000).

After the personal influence model has been tested many times in different countries, the results show that culture is a very important variable. In this context, many criticisms were introduced that public relations theories of U.S. origin may be inadequate in explaining International Public Relations activities. One of the prepared studies based on this proposal is "evaluating the Applicability of American Public Relations considerations and theories in Asian cultures" written by Ming Yi Wu. In this study, it was aimed to critically examine the applicability of American public assumptions and theories in Asian cultures. As a research method, Wu conducted an extensive literature survey on Asian Public Relations studies published in the last 10 years and compared American Public Relations practices with Asian Public Relations practices, using the comparative analysis of Culbertson and Chen (1996) used by many countries in their analysis of International Public Relations studies. According to the results, it came to the conclusion that American assumptions could not be applied to Asian cultures because of differences in political systems, cultural values and media; culture (individual-collectivist) and the media system could influence the most important skills and expertise that public relations experts should have. According to the results, especially in the Asian countries which have collectivist cultures, Public Relations experts should keep their personal relationships and connections strong. Wu, from a critical point of view, argues that the new relationship theory can be applied for use both in the United States and Asia (Wu, 2005).

Yudarwati (2008), who has been studying on the public relations in Indonesia, by doing two different researches on the public relations activities of the mining industry, found that the personal influence model is used in mining enterprises in this country. In his first study, Yudarwati tried to understand the public relations functions at a private mining company in Indonesia through semi-structured interviews with employees. Although he did not directly investigate the personal influence model, he stated that the personal influence model is followed in public relations activities, and field officials try to establish good personal relationships with key actors in the society, and then they are evaluated to seek favor in return for these good relationships when needed. Yudarwati tested directly personal influence model in his work in the mining industry in the same year. In the work titled "Personal Influence Model of Public Relations: A Case Study in Indonesia's Mining Industry", he compared three enterprises that were established in ethnically different regions and culturally different employees in their organizations. The three companies identified by Yudarwarti operate in the mining sector, in contact with the government and in a privileged position. In these three mining operations operating in different regions, the research was carried out by asking semi-structured questions with sampling of two groups of workers and managers. The findings were analyzed to form a framework of public relations functions of businesses. In addition to this subject, secondary data were obtained from organizational structure and job descriptions, annual reports including company history and performance, articles in the media about stakeholder relations, mining sector regulations and other related research. According to research data, the people who manage government relations in enterprises expressed that they have good relations with important actors, playing tennis or other sports together, giving gifts on special days, organizing lunch or dinner with them, establishing good relations through social interactions and they have emphasized the importance of personal influence. Yudarwati also concludes that the Democratic environment of the country is decisive in public relations activities (Yudarwati, 2008).

One of the major studies that comprehensively address the model of personal influence in theory and compare it with other theories in social sciences is Maureen Schriner's study titled "The Public Role Model in Public Relations: An Integrated Approach to Understanding Personal Influence in the Public Arena". Schriner (2008) found that the concept of public role model was linked to other theories by considering it as multidisciplinary in this study. The aim of the study is to understand how personal, behavioral and environmental determinants that are involved in a complex interaction shape the personal influence intervene in the public relations . In this context, the concept of public role model

plays two aspects: first, as a multidisciplinary explanation, with measurement methods and second, among public relations professionals and in the public relations industry, considered it a personal method influence method. For this purpose, the aim of this course is to introduce the concept of social role model through the social psychology, political and health communication, advertising and consumer communication, and the theoretical and empirical findings of the computer-mediated communication. Theories that contribute to the personal influence model in public relations within the scope of the research is classified; social cognitive theory, social benchmarking theory, two-stage flow theory in personal effects, personal characteristics of opinion leaders, Candidate evaluation theory: source value or credibility, persuasion Theory: reliability in source-detailed probability model, health behavior is defined as a unified model and the concepts in which these models can be applied and personal influence measurement (Schriner, 2008).

Kristin M. Johnson's (2008) thesis titled "Knowledge Management and the Personal Influence Model: An Opportunity for Organizational Enhancement" was published at the Institute for Public Relations (IPR). Johnson underlined that it is a duty to maintain good personal relationships with strategically placed individuals, including trust and authenticity, even though he has a variety of hesitations when working on this model because of the criticism of the personal influence model in terms of compliance with ethical principles. In organizations, this model can be applied by having good relationships with the media, employees, shareholders, customers, vendors and other public opinion-related stakeholders. However, it is not clear whether or not the organizations realize and rationalize personal relationships of managers, consultants and employees, how they do it, and how they measure their values. In this study, it is aimed to examine the role that the personal influence model can play in organizations by providing background on information management and by adopting information management practices that involve the establishment of a mechanism to realize and rationalize relations with stakeholders. Both qualitative and quantitative methods were used in the research. In this context, interviews were conducted with senior managers in the United States and an online questionnaire was applied to the employees. In the research, a wide range of industrial sectors were represented as examples, such as consumer goods, energy, finance, health, industry, academia, technology, public services, consulting and research. Although the results of the research are not accurate generalizations, it is emphasized that the personal influence model in public relations is an opportunity to institutionalize with the use of information management tools and to create a very valuable opportunity for an organization that provides mutual benefit to employees (Johnson, 2008).

Chiara Valentine (2009) made a critical analysis of the problems that may arise when the personal influence model is evaluated in terms of cultural differences and abused, in his study titled "Personal Influence Model, Cultural Premises and Corruption – Understanding Societal Orientations towards Informal Relations". In this study, a critical analysis was made to re-conceptualize the concept of personal influence model, to understand the role of cultural factors and the level of social acceptability in determining the behaviors and meanings associated with these practices in countries applying personal influence model. In this context, the concepts of corruption and Latin culture were discussed in a parallel manner. This article aims to describe what social cultures mean in terms of compliance with a personal influence model and first of all, aims to introduce a new postulation into the uncertainty of this model in International Public Relations research. In the study, the personal influence model was examined by unethical practice and the concept of corruption and the variables affecting degeneration were discussed in relational societies, especially in Latin countries. After explaining the personal influence model, Valentini often emphasized that intermediate level corruption was encountered when the societies that are accustomed to informal relations (gift giving, service exchange, dinner with journalists and cocktails, etc.) are evaluated from an international standpoint and this corruption is not only in the southern and developing countries, but also in the United States, Belgium, France, etc. These non-ethical relations are defined as black and grey informal relations in public relations practices. According to Valentin, societies that use the personal influence model widely are relational societies, and their relationship-building tactics may include gray or even black public relations practices. In addition, in countries where the personal influence model uses gray/black public relations practices, it is more likely that corruption forms exist in political and economic systems. Similarities can be found in gray/black informal relations and in factors that affect the monitoring of corrupt behavior/attitudes. Cultural values that explain perceptions of corruption can also explain the understanding of gray/black informal relations.

Although Valentini evaluated the personal influence model from an ethical perspective and presents a critical point of view with the study of thesis titled "Revisiting the Personal Influence Model as an Ethical Standard in Public Relations Theory and Practice", the personal influence model was not adequately studied outside Asia, especially in the United States and for example, the non-profit religious institutions were not chosen for the selected institutions, and he evaluated the personal influence model by examining the activities of a religious institution (St. Jesus Christ Church) in the United States. In this context, using a qualitative method called buried theory, Somfai made interviews with

ten different experienced people from both domestic and foreign fields. He also conducted comparative analyses with other studies on the personal influence model. Somfai stated that studies with personal influence focus on internal communication and cultural context, and that studies are insufficient to determine ethical standards for this model. Somfai came to the conclusion that the personal influence model could be applied in countries outside of Asia, as well as that a global non-profit LDS Church (St. Jesus Christ Church) established strong and reliable connections with influential leaders around the World, and this also had a significant positive influence on organizational recognition, acceptance and reputation. He also emphasized that the Church of LDS is applying the personal influence model ethically, effectively and legitimately, and that it can be applied effectively and actively outside Asia (Somfai, 2009).

One of the studies that has made significant contributions to the literature on the personal influence model is the article written by Candace White, Antoaneta Vanc, Gena Stafford (2008) titled "Internal Communication, Information Satisfaction, and Sense of Community: The Effect of Personal Influence". In this study, it was investigated how the employees of a large and diverse group of employees see the relationship between the information flow of personal effects from senior managers, employees' communication preferences (quantity, channel and information types), sense of community within the organization and their willingness to defend the organization. Previous research investigating the personal influence model in public relations evaluated this from an international perspective, focusing on the relationship of an individual practitioner with other strategic individuals in the external environment. Personal influence can be equally important not only for external governments, but also for internal communication in which employees are strategically targeted to the public. For this purpose, in this study, semi-structured in-depth interviews were conducted with open-ended questions with 147 employees at all positions in the institution. The findings from the research show that the personal influence of the CEO and senior managers determines the satisfaction of information and therefore how employees talk to external stakeholders about the organization. Employees at all levels who are in contact with the CEO are more satisfied with the information they receive and feel a greater responsibility to advocate for the organization and even a sense of contact with the CEO leads to communication satisfaction. When the direction and channel size of internal communication is evaluated, the most important communication for employees is face-to-face interpersonal communication and meetings are an important channel for managers to receive feedback from them, and if electronic channels are used in a thoughtful way, they can simplify the traditional,

hierarchical structure of internal communication and it turns out that it gives employees the feeling of first-hand information from all levels in the workplace. However, the study shows that although electronic communication is widely used, hierarchical information distribution maintains its old habits (White vd., 2008). Toni Muzi falconi (2011) published an article titled "Personal Ownership Model" on the IPR website, which has a platform for conducting research in the field of public relations. According to Tonzi, the practices described in the personal influence model appear to be most applied in Asia, and these practices are universally applied in most countries. Those known about personal influence in public relations can be handled in three groups: The first of these is the individual effect, depending on the nature and status of individuals. Second, this personal influence is a dimension of relationship management and is based on relational activities and the last one is the personal influence model that is primarily found in Asian cultures, indicating that public relations models may differ according to cultural determinants. Tonzi does a literature review of personal influence model without any research in his article. He classifies the personal influence as an interpersonal influence, a dimension of relationship management and a public relations model and discusses the relationship between these concepts.

The last available article on personal influence is Robert I. Wakefield's article (2013) titled "Personal Influence and pre-Industrial United States: An Early Relationship Model that Needs Resurgence in U.S. Public Relations". Wakefield identified the findings of this study by conducting a literature review. Wakefield states that the idea that the personal influence model is widely used in Asian countries has started to break, and in the United States, it is very likely that this model will be applied. It also notes that in the United States, the practice of the personal influence model can be traced back to 150 years from a historical perspective. The purpose of this article is to identify the first evidence of the personal influence model in the United States. Wakefield states that the reason why many researchers and academics in the United States reject the existence of personal influence model applications is that this country has democratic conditions and that it has a negative (unethical) view of the model. In the rest of the article, he suggested that he raises interest in the model in the United States revealing the secret element of the personal influence model, namely persuasion-oriented communication, and depending on the increasing power of social media and "virtual stakeholders". According to Wakefield, public relations practitioners continue their relations with reporters, bloggers, and numerous traditional and social media sources to keep their organizations in the mind of key stakeholders (Wakefield, 2013).

3.2 Methods of Direct Studies with Personal Influence Model

It is decided that which methods – quantitative, qualitative or mixed methods – will be used for the solution of the research questions in the method, which is a phase (Aziz, 2015:31) decided to abstract the research topic and to explain the problem with facts (Balaban-Salı, 2015:96). The data collected in quantitative research based on natural sciences and based on the basis of the positivist paradigm is quantitative data. The fact that the data collected with tools such as questionnaires, scales, tests and checklists in quantitative research being factual or judgmental does not change the results in any way. Qualitative research with an understanding of interpretation is also a research into the ways in which the subject matter or objects exist, their existence processes and their specific qualities (Eraslan Yayınoğlu, 2005:34). One of the most important differences between quantitative research and qualitative research is that while quantitative research has a definite distinction between the techniques used to collect data and the techniques used to analyze data, qualitative research uses most of the data collection techniques as data analysis techniques at the same time. In this context, the methods used in qualitative research can be listed as document analysis, content analysis, interview, case study, observation, focus group discussion, network analysis, critical discourse analysis, narrative analysis and species analysis. The use of both quantitative and qualitative methods is called mixed paradigm. The purpose of the mixed paradigm is to achieve results that may be more relevant to the subject researched by blending both measured factual information about reality and interpretive information that differ from their point of view (Şimşek, 2015: 176–184). In this context, when the work done with the personal influence model is evaluated, it is observed that quantitative, qualitative and mixed methods are used.

When looked at the studies conducted with personal influence model, 12 of them are direct qualitative, 6 of them are both qualitative and quantitative and 1 of them is quantitative. The initial studies that led to the emergence of the personal influence model were conducted using both qualitative and quantitative methods. In the first study conducted by Grunig, Sriramesh, Huang, Lyra (1996), quantitative data were obtained in three countries and the results were compared with meta-analysis. In the study of Sriramesh and Takasaki (1998), data were collected through online surveys and personal interviews in three months. In Sriramesh's 1999 study in India, the survey and ethnographic analysis were made. In a comparative analysis of Sriramesh, Kim and Takasaki (1999) in three Asian countries, data were presented by questionnaire, participant observation and meta-analysis. In the first four studies, data were obtained using both qualitative

and quantitative methods. However, there have been differences between quantitative data (questionnaires) and qualitative data (participant observations and interviews) as Sriramesh states in the analysis of public relations in India and in the comparison of three Asian countries. Johnson, who conducted both quantitative and qualitative analysis in his thesis (2008), obtained his data through interviews and online surveys.

Huang's critical study assessed the personal influence model on Guanxi concept, and qualitative evaluations were made by conducting literature review. Wu (2005) compared the studies done in Asia and the United States, and he conducted an in-depth literature analysis to compare the research done in the two countries. Ratih Puspa (2007) conducted a qualitative analysis evaluating the findings of the studies conducted in this region in order to make an overall evaluation of public relations and personal influence studies conducted in Asian countries. Yudarwati (2008a) conducted his first study on the personal influence model in the mining industry and his second study (2008b) on the same ensemble with interviews (qualitative) semi-structured questions as research method. Schriner (2008) considered the personal influence model as a multidisciplinary approach and evaluated the results of empirical research in different disciplines. Valentini (2009) made a comprehensive literature review in his critical analysis and made qualitative comments and evaluations on the personal influence model. In the Somfai thesis study (2009), he addressed the religious institution, a sample that had not been addressed before, and interviewed the people working there (qualitative) and made assessments on the personal influence model. Candace White, Antoaneta Vanc and Gena Stafford (2010) conducted in-depth interviews (qualitative) with semi-structured questions. Toni Muzi falconi dealt with the personal influence model through previous studies and personal assessments at the Public Relations Institute, a non-governmental organization. Wakefield (2013), who made significant contributions to the literature on international peoples, developed a qualitative study, addressing the history of the practice of the personal influence model.

Dane Mwirigi Kiambi and Marjorie Keeshan Nadler (2012), who examined the public relations activities in Kenya, carried out online questionnaires with 51 people with a sample of snowballs and examined their data quantitatively.

When the studies on the personal influence model are evaluated, it is seen that there are researchers who approach the personal influence from a positive perspective and want to enrich the public relations literature, as well as who approach the public relations literature in a critical way. It is worth noting that most of the studies on the personal influence model are qualitative; in this context, literature surveys, ethnographic observations, structured and semi-structured interviews

are conducted. In quantitative research, empirical findings about personal influence emerged when the models used in the public relation activities of the countries are being investigated. It is also indicated by researchers that there are differences between qualitative data and quantitative data in studies using mixed methods, and qualitative evaluations of studies using mixed methods reveal more detailed findings about personal influence practices. In qualitative studies, there are more evaluations and suggestions for the personal influence model.

3.3 Countries Where Studies Are Conducted Directly with the Personal Influence Model

One of the important elements of the personal influence model is that culture has an important influence on public relations activities. Therefore, the contributions of the personal influence model to International Public Relations were evaluated by comparing the studies carried out in similar geography with similar culture, and consequently this model was accepted as the fifth model of public relations. However, as stated in the studies, one of the criticisms about the personal influence model is to make the studies mostly in Asia region and to make generalizations for the results. When the studies conducted in this context were examined, it was seen that there were eight studies in Asia (James E. Grunig, Larissa A. Grunig, K. Sriramesh, Yi-Hui Huang, Anastasia Lyra-1995; K. Sriramesh, Mioko Takasaki-1998; Krishnamurthy Sriramesh-1999; K. Sriramesh, Y. Kim, M. Takasaki-1999; Yi-Hui Huang-2000; Ratih Puspa-2007, Yudarwati-2008a; Yudarwati-2008b), seven studies in the United States (Toth-2000; Wu-2005; Johnson-2008; Somfai-2009; White, Vanc, Stafford-2010; Falconi-2011; Wakefield-2013), one study in Italy (Schriner-2008), one study in the Latin countries (Valentini-2009) and one study in Kenya (Kiambi, Nadler-2012).

When the findings are evaluated, research on the personal influence model shows intensity in Asian countries, but similar studies have been conducted in different regions and especially in the United States. The majority of studies in the United States present qualitative data, and they do not reveal different findings with new datas are another issues to consider.

4 Evaluation and Conclusion

The grouping of four models (press agency model, public information model, two-way symmetric and two-way asymmetric public relations models), which are generally accepted as public relations, according to the political, economic, social and cultural conditions of the United States and Grunig and his friends seek perfection in public relations and the public relations activities of other

countries are classified according to these four models has been criticized by academics working in the field of public relations. In fact, these criticisms implied that the studies conducted in the United States are ethnocentric.

Based on these criticisms, researchers (Sriramesh, Grunig and Buffington, 1992:577) who believed that culture was an important variable in public relations research, both tried to learn how to use the four public relations models classified by Grunig and Hunt and to measure the influence of culture on public relations by comparing public relations studies conducted in different countries. For this purpose, the studies of J. Grunig, L. Grunig, Sriramesh, Huang and Lyra (1996) were compared in India, Greece and China, and consequently, the personal influence in India and the cultural interpretation model in Greece emerged. The personal influence model was first tested in Asian countries and then tested in many countries and was adopted as the fifth model of public relations in the literature. Although personal influence modeling is evaluated as hospitality and mutual good relationships by some researchers, it is criticized by some researchers as unethical activities or affirmative expressions of these activities. These differences in opinion vary from country to country and from cultures to cultures. In this regard, the pioneers of the theory of personal influence reiterated that it is necessary to understand the link between social culture and organizational culture and that the approval of social culture is important in the application of public relations activities.

The personal influence model is also an important factor in the development of International Public Relations research. In this way, studies conducted in different countries have been compared and new findings have been obtained through the results obtained. When studies are examined, detailed information about the personal influence model and its applications can be reached and it has also been observed that evaluations of the personal influence model carried out before the presentation of the model and its activities under this model can be reached. The research also addressed ethical problems that may be caused by the application of the personal influence model. The fact that the studies were limited to certain regions from time to time became one of the most criticisms. In this context, it is necessary to apply these studies in different countries in order to be able to see the limits of the personal influence model and to develop the International Public Relations literature.

In Turkey, the lack of a study on the personal influence model can be considered as a major deficiency. In this context, determination of the public relations activities carried out in Turkey and the similarities or differences between the models and applications used internationally will be important in terms of evaluating the development of public relations activities in Turkey.

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