

# EXAMINATION OF BRAND MANAGERS' PERCEPTION LEVEL IN TERMS OF SOME VARIABLES

**Ayhan DURGUN**

*Southern University (IMBL), Russian Federation*

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## ABSTRACT

"Perception Management Levels of Brand Managers were investigated in terms of several factors" in this study. As data collecting techniques in this study, the Perception Management Scale and a personal information form produced by the researcher for the purpose of the research were employed. Techniques such as the t test, F test, and multiple comparison (Turkey) test were employed in the data analysis. According to the findings of the study, organizational strategy and tactics, as well as organizational perception, action, and applications perception management, were shown to be considerably greater in favor of managers with 0-5 years and 6-10 years of service. The leadership qualities scale of managers with a doctoral education level was shown to be considerably greater in all sub-dimensions in comparison to managers with undergraduate and graduate degrees, according to the research findings. Positive and substantial correlations were discovered between perception management and leadership traits, according to the research findings. According to the findings of the study, perception management is not a predictor of leadership traits. These findings are explained in relation to the relevant literature.

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## **Introduction**

In a market where competition is harsh and continues to be tough, organizations are on a mission to retain their existence, stand out from their competitors, and distinguish themselves. The attempts to create a difference, which began with the launch of new goods, have developed through time through the processes of low-cost production, complete quality management applications, and customer service.

A company's brand is serious and significant. A brand's meaning is important. Briefly, your brand is the sum of all the connotations that your prospective viewers hold in their thoughts and emotions about you (Middleton, 2010). A brand is a perceived impression of a product or service in the mind of a customer. The personality with which the client relates to the product is the total of all the tangible and intangible characteristics that make the decision distinctive. A brand is a guarantee of something (Moilanen and Rainisto, 2009).

Brand management is a process that relies on the collaboration and coordination of all units within the firm to fulfill the enterprise's organizational goals. For this approach to be as successful as possible, creativity is essential. It is critical to achieve common company goals through sharing knowledge, learning, and developing consensus across departments. Brand management is a specialist talent that involves a wide range of disciplines. Communication, marketing, public relations, perception management, leadership abilities, information system use, and strategic management are a few examples (Montalvo, 2011).

One of the most critical difficulties for management is the ability to effectively handle the consequences of manager perception in enterprises. Business leaders that can develop a strong management style may readily convert their perceptions into behaviors. Furthermore, by taking into account the perspectives of their middle and senior management, organizations may stay one-step ahead of their competition. Starting from

the day a brand is founded, it travels the appropriate path in the market and achieves the best position with the right management and perception (Potter, 2005).

Communication techniques are used to reach the minds and hearts of the individual by giving messages that will create an emotional impact in order to attract the individual's attention and appeal to his perception in perception management, which is defined as the entire set of activities carried out to influence the views of the target audience in order to ensure that the reactions develop in the desired direction. Mental imagery and its link to direct sensory observation are examples of perception. Aside from the individual's sensory aptitude, variables such as the perceiver's current desire, anticipation, and knowledge are also significant for perception realization (Strasburger & Wilson, 2002). Perception management is a communication discipline that seeks to influence target audiences' interests and make them an element that they will utilize to achieve their own goals (Kline, Stewart & Murphy, 2006)

Perception management, from an organizational standpoint, is the process of planning and implementing conscious investigations in order to affect the organizational manager's workforce or target audience (Elsbach, 2006). In order to achieve organizational goals, organizational managers must prioritize perception management.

The purpose of this study was to see if the Perception Management Levels of Brand Managers differed according to gender, marital status, age, and education level. Answers to the following questions were sought in this direction.

*1. Do Brand Managers' Perception Management Levels differ according to the gender variable?*

*2. Do the Perception Management Levels of Brand Managers differ according to the marital status variable?*

*3. Do Brand Managers' Perception Management Levels differ according to the age variable?*

*4. Do the Perception Management Levels of Brand Managers differ according to the marital status variable?*

## **Method**

The survey aims to measure brand managers' perception management levels. In the study, the survey (descriptive-survey) approach was applied. The research employed a relational survey paradigm. The presence and degree of correlations between dependent and independent variables were attempted to be disclosed using this model (Crano & Brewer, 2002).

## **Population and Sample**

The study's population comprises brand managers who continue to work in Bursa. The study's sample was done using a random sampling approach. The study included 69 female and 175 male supervisors. The managers were asked to complete a "Perception management scale" to measure their level of perception management.

## **Data Collection Tools Used in the Research**

### *Personal Information Form*

The Personal Information Form comprises questions regarding the independent variables that are the focus of the research that are gleaned from sources and expert views in order to gather information about the personal characteristics of the brand managers engaged in the study. The Personal Information Form was created by the researcher in line with the objective of this study and the independent variable under investigation.

### *Perception Management Scale*

Atalay created the Perception Management Scale (2016). The scale's Cronbach Alpha coefficient was estimated to be 0.70. Organizational Strategy and Tactics, Organizational Perception, Action, and Applications are the two sub-dimensions of the Perception Management scale. The Perception Management Scale contains no reverse-scored items.

### *Analysis of Data*

In the analyzed the data collected, descriptive analysis was used to determine the demographic characteristics of brand managers' perception management, the t test to determine whether perception management levels differ by gender, and the F test to determine whether perception management levels differ by age, marital status, and education level.

### **Findings**

**Table 1.** *Gender-related t Test results of brand managers' sub-dimensions of perception management Scale.*

<b>Dimensions</b>	<b>Gender</b>	<b>N</b>	<b>X</b>	<b>SD</b>	<b>t</b>	<b>p</b>
<b>Organizational Strategy and Tactics</b>	Female	69	22,37	5,68	-,564	,573
	Male	175	22,73	6,19		
<b>Organizational Perception Action and Applications</b>	Female	69	21,67	6,90	-4,372	<b>,000</b>
	Male	175	24,42	4,39		

\*p< 0.05

When the sub-dimensions of the Perception Management Scale of brand managers were examined by gender, the arithmetic mean of female managers ( $X = 22.37$ ) and the arithmetic mean of male managers ( $X = 22.73$ ) were found in the Organizational Strategy and Tactics sub-dimension. There was no significant difference between the means ( $t = -.564$   $p > .05$ ). When the Organizational Perception, Action and Applications sub-dimension was examined, the arithmetic mean of female managers ( $X = 21.67$ ) and the arithmetic mean of male managers ( $X = 24.42$ ) were found. There was a significant

difference between the means ( $t = -4.372$   $p > .05$ ). They stated that male managers use the Organizational Perception, Action, and Practice strategy more than female managers do.

**Table 2.** *t* Test results of the sub-dimensions of perception management scale on the marital status of brand managers

Dimensions	Marital Status	N	X	SD	t	p
Organizational Strategy and Tactics	Married	151	23,41	5,27	2,988	,003
	Single	93	21,46	6,56		
Organizational Perception Action and Applications	Married	151	24,82	4,86	6,398	,000
	Single	93	20,88	6,35		

\* $p < 0.05$

When the sub-dimensions of the Perception Management Scale of brand managers were examined according to their marital status, the arithmetic mean of married managers ( $X = 23.41$ ) and the arithmetic mean of single managers ( $X = 21.46$ ) were found in the sub-dimension of Organizational Strategy and Tactics. There was a significant difference between the means ( $t = 2.988$   $p > .05$ ). Married managers stated that they use the Organizational Strategy and Tactics strategy.

When the Organizational Perception, Action and Applications sub-dimension is examined, the arithmetic mean of married managers ( $X = 24.82$ ) and the arithmetic mean of single managers ( $X = 20.88$ ) were found. There was a significant difference between the means ( $t = 6.398$   $p > .05$ ). Married managers stated that they use the Organizational Perception, Action, and Practice strategy more than single manager's practice.

**Table 3.** *F Test results on whether the sub-dimensions of the Perception Management scale differ according to the education levels of brand managers.*

<b>DIMENSIONS</b>	<b>Education Level</b>	<b>N</b>	<b>X</b>	<b>SD</b>	<b>F</b>	<b>P</b>
<b>Organizational Strategy and Tactics</b>	Bachelor	59	20,39	4,21	2,063	,129
	Master Degree	111	21,42	3,15		
	Doctorate	74	20,97	4,65		
<b>Organizational Perception Action and Applications</b>	Bachelor	23,66	6,85	23,66	<b>8,439</b>	<b>,000</b>
	Master Degree	22,82	5,41	22,82		
	Doctorate	20,15	6,38	20,15		

\*p< 0.05

When the sub-dimensions of the Perception Management Strategies Scale were examined according to the education levels of brand managers, no significant difference was found in the Organizational Strategy and Tactics sub-dimension. Significant differences were found in the Organizational Perception, Action and Applications sub-dimension. Significance analysis was conducted to determine which group caused the difference according to the education levels of brand managers.

**Table 4.** *Perception Management scale sub-dimensions according to the education level of brand managers; Turkey test results on which group the differentiation originates from.*

<b>Dimensions</b>	<b>(I) Education Level</b>	<b>(J) Education Level</b>	<b>Difference between Averages (I-J)</b>	<b>SE</b>	<b>p</b>
<b>Organizational Strategy and Tactics</b>	Doctorate	Bachelor	-1,03310	,51064	,108
		Master Degree	-,58612	,55789	,546
<b>Organizational Perception Action and Applications</b>	Doctorate	Bachelor	,84203	,79773	,542
				<b>3,51290*</b>	,87154
		Master Degree	,84203	,79773	,542

\*p< 0.05

When the sub-dimensions of the Perception Management Scale were analyzed according to the education levels of the administrators, it was found that the organizational perception action and Applications strategy of the administrators with a doctorate education level was found to be significantly higher in favor of the administrators with undergraduate and graduate education levels.



**Table 5.** *F Test results on whether the sub-dimensions of the Perception Management scale differ according to the age of brand managers.*

<b>DIMENSIONS</b>	<b>Age</b>	<b>N</b>	<b>X</b>	<b>SD</b>	<b>F</b>	<b>P</b>
<b>Organizational Strategy and Tactics</b>	30-40	68	21,01	6,61	<b>5,869</b>	<b>,003</b>
	41-50	117	23,13	3,56		
	51 and over	59	23,45	6,24		
<b>Organizational Perception Action and Applications</b>	30-40	68	21,07	6,48	<b>10,650</b>	<b>,000</b>
	41-50	117	24,36	5,34		
	51 and over	59	24,00	5,28		

\* $p < 0.05$

When the sub-dimensions of the Perception Management Scale were examined according to the age of the brand managers, a significant difference was found in all sub-dimensions. In Table 20, the findings of the Turkey Test are given in order to determine from which groups the differences in leadership characteristics according to the age of the administrators originate.

**Table 6.** *Leadership Traits scale sub-dimensions according to the age of female managers; Turkey test results on which group the differentiation originates from.*

<b>Dimensions</b>	<b>(I) Age</b>	<b>(J) Age</b>	<b>Difference between Averages (I-J)</b>	<b>SE</b>	<b>p</b>

<b>Organizational Strategy and Tactics</b>	51 and over	30-40	<b>-2,12122*</b>	,86261	,038
		41-50	<b>-2,43269*</b>	,74245	,003
<b>Organizational Perception Action and Applications</b>	51 and over	30-40	<b>-3,29502*</b>	,84281	,000
		41-50	<b>-2,92793*</b>	,72541	,000

\*p< 0.05

When the sub-dimensions of the Perception Management Scale were analyzed according to the age of the managers, the leadership characteristics scale of the managers aged 51 and over was found to be significantly higher in all sub-dimensions, against the managers aged 30-40 and 41-50.

### Discussion and Conclusion

Male managers employed the Organizational Perception, Action, and Practice method more than female managers, according to the research findings. When the studies on the issue were evaluated, results comparable to ours were obtained in the study done by Nosek, Banaji, and Greenvald (2002), and substantial variations between perception management abilities and gender were discovered. When the results of another study on the subject are examined, Tschannen-Moran and Gareis (2004) stated in their studies that female teachers have more perception management skills than male teachers.

Another research conclusion is that married managers employ Organizational Strategy and Tactics and Organizational Perception, Action, and Practice strategy more than single managers. According to Narula (2004), psychological and sociological factors play a significant role in perception management. According to it, perception management should include all socio-psychological aspects. Given the socio-psychological levels of marriage, it is possible to say that it is in line with the findings.

According to the findings of the study, managers with a doctorate education level had much greater organizational awareness, action, and applications strategy than managers with undergraduate and graduate education levels. When comparable research are analyzed, Smith, Busi, Ball, and Meer (2008) discovered that graduate graduates rate perception management at a higher level than undergraduate graduates. The research outcome is comparable to the research.

According to the study's findings, managers aged 51 and over scored considerably higher on the leadership traits scale in all sub-dimensions than managers aged 30-40 and 41-50. Human behavior and organizational human resource management were studied in Agarwal's (2009) research. The study looked at people's inner sentiments as well as the influence of external circumstances on them. According to some, the notion of perception is crucial in defining actions and attitudes over the life span. Studies have been conducted in accordance with the interests and requirements of the persons that comprise the organization, and they have shown to be beneficial.

#### **Disclosure statement**

No potential conflict of interest was reported by the author.

#### **Author Contact Information**

**E-mail:** ayhandrgrn@gmail.com

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