NEW GENERATION INDUSTRIAL DESIGNERS' MOTIVATIONAL DRIVERS TOWARDS ENGAGEMENT WITH PROFESSIONAL INDUSTRIAL DESIGN ORGANIZATIONS IN TURKEY

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ABSTRACT

NEW GENERATION INDUSTRIAL DESIGNERS' MOTIVATIONAL DRIVERS TOWARDS ENGAGEMENT WITH PROFESSIONAL INDUSTRIAL DESIGN ORGANIZATIONS IN TURKEY

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The thesis aims to explore the source of new generation industrial designers' motivation towards professional organizations related to industrial design. While doing so, understanding the changes in their motivation during the membership and the reason behind these changes is also important. To do so, questionnaire and semi-structured interviews were conducted with industrial designers who have professional organization experience and are under 35 years old. After qualitative data analysis, the thesis revealed two main conclusions under two titles; personal aspects of motivation and organizational aspects of motivation.

Keywords: Organizational Motivation, Professional Organizations, Industrial Design

ÖZ

YENİ NESİL ENDÜSTRİYEL TASARIMCILARIN MESLEKİ ÖRGÜTLENMEYE KARŞI MOTİVASYON VE BEKLENTİLERİ

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Yüksek Lisans, Endüstri Ürünleri Tasarımı
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Bu tezin amacı yeni jenerasyon endüstriyel tasarımcıların mesleki örgüt üzerine motivasyon kaynaklarını keşfetmeyi amaçlamaktadır. Bunu yaparken endüstriyel tasarımcıların mesleki örgüte üyelik süreçlerindeki motivasyon değişimlerinin anlaşılması da öneme sahiptir. Bunu yapmak için 35 yaş altı ve mesleki örgüt tecrübesi olan endüstriyel tasarımcılarla online anket ve yarı yapılandırılmış görüşmeler gerçekleştirilmiştir . Nitel bir yaklaşımla yapılan veri analizi sonucunda, bu tez iki ana başlıkta sonuca ulaşmıştır; motivasyonun kişisel boyutu ve örgütsel boyutu.

Anahtar Kelimeler: Örgütsel Motivasyon, Mesleki Örgütler, Endüstriyel Tasarım

To the future!

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LIST OF ABBREVIATIONS

ABBREVIATIONS

ITU: Istanbul Technical University

METU: Middle East Technical University

OTT: Middle East Technical University Design Community

TETÖP: Turkish Industrial Design Students Platform

UI: User Interface

UX: User Experience

WDO: World Design Organization

ICT: Information and Communication Technologies

CHAPTER 1

INTRODUCTION

1.1. Background

Introduction of information and communication technologies into our lives, shaped the society from post-industrial society to network society (Dijk, 2006). As the society changes, working practices have also changed because of the new way of communication between individuals (Wittel, 2011). With the increase in communication opportunities, professions have become open to interaction with other disciplines. Boundaries of professions have started to expand and became blurry. Industrial design also got its share from these developments. Now, industrial design not only deals with consumer goods, but also has effects on rearranging or enhancing existing products. In fact, industrial design covers system design and service design as well. (WDO, n.d.) Industrial design is a relatively new profession compared to engineering, medical or business sector in Turkey.

Industrial design as a subject matter first appeared in academia in Turkey when an American Industrial Designer David K. Munro was appointed by the Agency for International Development to start Industrial Design Education in Turkey at METU. David Munro gave industrial design courses at the Department of Architecture at METU between 1969-1972 (Er, Korkut, Er, 2003). Industrial design undergraduate education started at Istanbul State Academy of Arts in 1972. Till the beginning of 90's, industrial design was not recognized widely because of political situation in Turkey (Er,2016). Shift towards liberal economy leads to globalization of companies that push them to be more competitive in the market. As a result of it, industrial design has gained recognition. Number of industrial design departments has increased as well as number of industrial design graduates (Ilhan & Er, 2016). On the other hand, increase

in the number of industrial design departments caused problem that number of industrial design graduates have exceeded number of demanded designers by industry because of low recognition of the profession among industry. In addition, blurry boundaries of the profession makes it hard to be recognized by stakeholders of the field.

At this point, professional organizations play key role for identifying and organizing the stakeholders and their related bodies for fields of the profession. They provide solidarity among members of the field and they draw normative framework for practices (Rusaw, 1995). In fact, they are mediums that provide connection between stakeholders of the profession. While professional organizations provide personal benefits to its members, they also work for collective benefits for the development of the profession.

People of network society have started to join professional life. Their demands from professional life show differences compared to the previous generation in terms of working conditions, the way they work and communication with each other (McRobbie, 2002). These demands are shaping working environments of companies as well as professional organizations. As one of the stakeholders of industrial design, sustainability of a professional organization has gained importance for continuity of development of the profession. To provide that, understanding the motivation of new generation industrial designers towards professional organizations is important.

Hager (2014) categorized the source of motivations of professionals under two main topics; public engagement motivations, private engagement motivations. While public engagement motivations drive professionals to join a professional organization to take collective action for collective developments of the profession, private engagement motivations motivate professionals to get personal benefits, such as informational, social and economic benefits (Knoke, 1988).

In the literature, there are various sources that focus on professionals' motivation to join a professional organization (Hager, 2014; Messmer, 2005; Knoke, 1988).

However, there is a gap in the literature about the changes in motivation during the membership of a professional. In addition, there are no studies on the motivations industrial designers about joining professional organizations in Turkey. To provide sustainability of professional organizations, it is important to approach professionals' motivations as a journey that includes motivation at participation process, motivation during the membership. This thesis aims to contribute the gap by exploring the new generation industrial designers' motivation as a journey.

1.2. Aim and Scope of the Thesis

This research explores new generation industrial designers' motivation on professional organizations at participation process and during the membership. It considers which factors drive industrial designers to make an effort for professional organizations. Also, after participating a professional organization which factors can cause change industrial designers' level of motivation. New generation industrial designers can join a professional organization related to industrial design because of their work experience and problems that they encountered during their professional life.

Aim of the research is to explore the facts that lead new generation industrial designers to join a professional organization or changes in level of motivations and its relation with state of industrial design as a profession in Turkey. To do so, firstly, research explains the shift in society towards network society, then illustrates its reflection on industrial design in Turkey; third, discusses the relation between state of the industrial design and motivation of new generation industrial designers towards professional organizations.

1.3. Research Question

To achieve the above goal effectively, this thesis will seek responses to the following issues.

Main research question:

- What are the motivations of new generation industrial designers towards professional organizations related to industrial design in Turkey?

Sub-questions:

- What drives new generation industrial designers to join a professional organization?
- What are the expectations of new generation industrial designers from professional organization?
- What causes changes in new generation industrial designers' level of motivation during the membership?

1.4. Structure of the Thesis

The thesis consists of a total of five chapters. In the first chapter, introduction, background information about thesis is presented to provide better understanding about topic of the thesis with aim and scope of the thesis.

Chapter two presents the literature review about the thesis. The chapter begins with changes in the society with introduction of ICT. Later on, reflections of these changes on working environment and on creative industries are explored. Then, state of industrial design and professional organizations related to industrial design is explored. Lastly, motivation theories on organizational structure is explained with categories, such as; public engagement motivation and private engagement motivation.

Chapter three explains the design of the research and data collection methods. It demonstrates its research approach and its data collection methods; questionnaire and semi-structured interviews. Firstly, how the sample group is formed with online questionnaire and the process is explained in detail. Later on, design of the semi-structured interview and the sample group are stated. Lastly, data analysis phase of

semi-structured interviews is explained from transcribing the interview to coding the data. Methodological challenges are also mentioned in this chapter.

Chapter four presents the analysis of the data from semi-structured interviews by discussing the findings of analysis to understand the motivation of new generation industrial designers on professional organization related to industrial design. This chapter consists of three sections; problems of industrial design in Turkey, motivation towards joining a professional organization and motivational changes during the membership.

Lastly, chapter five presents the conclusions of the thesis. This chapter also states the limitations for this research and presents suggestions for further studies.

CHAPTER 2

LITERATURE REVIEW

2.1. World is in Change

Throughout the ages, technology has been shaping our lives greatly. New inventions and technological developments are changing the way we live in terms of social, cultural and political aspects. To give an example, after the invention of telephone by Alexander Graham Bell, people have started to communicate each other in seconds, regardless of distances. In fact, circulation of the information is expanded and reaching the information is enabled for most of the people.

Daniel Bell addressed two important changes in modern ages which covers the beginning of the 20th century till today. The first major change was the World War II that led to transition from agrarian life style to an industrial way of life. In fact, the places we live also changed from rural to urban areas. The second major change was the transformation from industrial era to post-industrial era, which resulted in change from dense cities to metropolises (D. Bell, 1976).

Industrial era was a shift to new manufacturing methods in the period of 1760 to early 19th century. Industrial Revolution was born in Great Britain which had been controlling the global trade with colonies in North America and Africa. In this period the main focus was production of machine tools which would trigger mass production. As a result of mass production in the late 19th century, main focus shifted from machine tools to products which was the starter of the second industrial revolution. Development of Bessemer process which was enabled us to use steam as an external power instead of human power, was the key factor for the success of Second Industrial Revolution. (S. Muntone, 2012). With the second industrial revolution, workforce gain huge importance because, factories needed labor in large amounts. Through the

second industrial age, shift from rural to urban areas accelerated and cities turned into dense concrete jungles.

Contrary to Industrial Era, main focus of the society shifted from production to services. Energy, power and workforce lost their importance and information started to gain its strength. These kinds of changes affected the social life on the aspects of cultural, political and economic, hugely.

Reflection of the change on our way we communicate caused a shift from industrial era to post- industrial era, in other words the information age. Information age has led to modernization and liberalization of information and communication which have become a driving force for social evolution and changes in work environment.

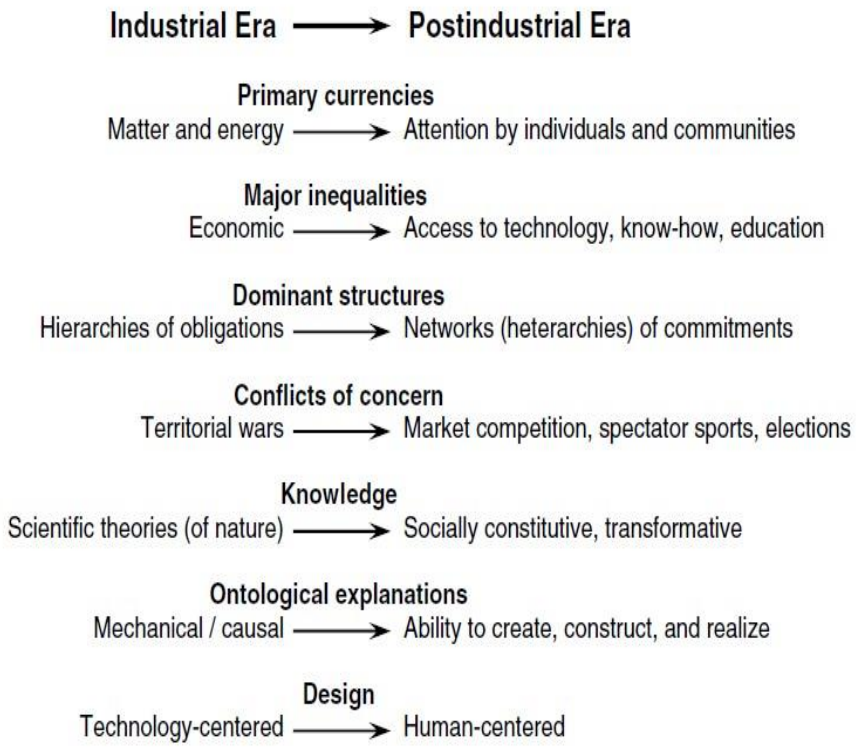


Figure 2.1. Changes through industrial era to post-industrial era. Adopted from Semantic Return (p. 22), by K. Krippendorff, 2006

As Krippendorf emphasized in his book "The Semantic-turn", main bottleneck of the industrial era was the matter and energy. Factories needed huge amount of resources

and labor force to compensate the demand. With the post-industrial era, the bottleneck turned into attention that needs to be paid by individuals and communities. Working for income, conspicuous consumption, entertainment, surfing on the internet etc. became an alternative way to spend free time, with the increase in number of services around us. As a result of these changes attention became the new currency with post-industrial era (Krippendorff, 2006).

The other major change that is observed by Krippendorff was the concept of inequalities between dominant structures. According to him, while the major inequality was economic parameters in industrial era, changes in focus towards services caused a transition of inequalities from economy to reaching the information. Structures that had prepared infrastructure to shift towards information age offered more opportunities to access and investigate on technology and education.

With the penetration of information and communication technologies into society with the Post-Industrial Era, the infrastructure to make social change became possible as they offer the means of communication necessary for the formation of new forms of production, management, organization and globalization of economic activities (Mesch & Talmud, 2010). ICT enabled individuals to communicate with colleagues in horizontal type of communication. In fact, it leads empowering the employee, decentralizing the decision making mechanisms and liberalizing management. This means hierarchical structures were replaced with flattened management, in other words network society.

2.1.1. Network Society

Network society is the term that was expressed in 1991 in terms of social, political, economic and cultural transitions caused by the spread of information and communication technologies (Van Dijk, 2012). He defined the term as:

> Social formation with an infrastructure of social and media networks enabling its prime mode of organization at all levels (individual, group/organizational and societal). Increasingly, these networks link all units or parts of this

> formation (individuals, groups and organizations). In western societies, the individual linked by networks is becoming the basic unit of the network society. In eastern societies, this might still be the group (family, community, work team) linked by networks. (Dijk, 2012, page 36-43).

After Jan Van Dijk's works on network society, Manuel Castells published a work under three volume book called "Rise of the Network Society". According to Castells, network society is a type of a society where social structures and activities and interactions are organized around microelectronic based information and communication technologies (Castells, 1996). He describes a network as:

> A node is the point where the curve intersects itself. A network has no center, just nodes. Nodes may be of varying relevance for the network. Nodes increase their importance for the network by absorbing more relevant information, and processing it more efficiently. The relative importance of a node does not stem from its specific features but from its ability to contribute to the network's goals. However, all nodes of a network are necessary for the network's performance. When nodes become redundant or useless, networks tend to reconfigure themselves, deleting some nodes, and adding new ones. Nodes only exist and function as components of networks. The network is the unit, not the node(Castells, 2004, page 12-34).

In fact, networks are expendable and, dynamic in terms of changing numbers in certain units and each member of the network has equal importance for flow of the information.

Infrastructure of the society is in change. Information and communication technologies have been developing and this development influences the infrastructure. On the other hand, transition in the social infrastructure of society also shapes communication technologies. There is a mutual relation which leads to shape network society (Dijk, 2012). Before information and communication technologies were integrated in our lives, our social environment consisted of family, colleagues and

friends who live in the range of our physical environment. People had to gather at bar, coffees, dinner parties etc. to socialize with each other. In fact, everybody had a social sphere where they interacted with each other to communicate and share. With the penetration of ICT into our lives, people have opportunity to socialize with each other regardless of time and space. Social spheres were enlarged to global level and became blurry. In fact, now people can communicate with each other from America to Asia with a little delay like two-three seconds regardless of distance problem.

With the penetration of ICT into our lives, social infrastructure underwent into serious changes. Changes lead to reconstruction of social structures as we experienced with the beginning of industrial era before. According to Cardoso, societies are experiencing significant change characterized by two parallel trends that frame social behavior: individualism and communalism. Individualism, in this context, is realization of individual projects (2005). On the other hand, communalism defined as the construction of meaning around a set of values determined by a collective group and internalized by the group's member. By providing technological sources for the socialization of the project of the each individual in the same project, the internet, or mass media technologies became powerful social reconstruction tools that do not a cause disintegration of fractioning (Cardoso, 2005).

New Generation. Like most of the people who were born in the early 90's in Turkey, we witnessed great changes in our lives through 90's and millennium. Before the internet entered our lives, as a child, I had played football and other street games on the street within my social sphere. But now, youth are growing up in a multimedia and multi communication environment. For many adolescents the internet is the main source of information, entertainment, socialization and an important tool for communication. For instance, adolescents have been making friends from online games, spend time with each other on an online fictional world. As youths tend to be the earliest adopters of this technology, their experience differs dramatically from that of their predecessors (Mesch & Talmud, 2010). In fact, as new technologies are

implemented in our lives, adaptation to new technologies of new generation is much easier than predecessors. On the other hand, it resulted in conflict between generations.

Emergence of the ICT, as a consequence of post industrial era, new generation, in other words Millennials or Generation Y, has started to be a part of the society. The term Millennial was coined for the first time by William Strauss and Neil Howe (1991). Generation Y includes people who were born between 1982 and 1995.
There are various sources which define characteristics of new generation, especially in the United States of America and Europe. To define generation Y, tech-savvy, individualist, flexibility can be listed as main personality of this generation (Martin, 2005; Strauss & Howe, 1991). Although, they seem to have individualistic approach, they have better performance in collaborative working environment.

Now this generation started to enter working life. With the involvement of Y'ers into working life, business environment has undergone serious shift to meet the new generation's demands.

2.1.2. Changes in Work Environment

With the introduction of information and communication technologies, not only the social structure has changed but also work practice is affected in general. These changes lead to growth of ICT business. New media has emerged with the spread of ICT. Big player in the industrial sector now have new media division and even small and medium-sized enterprises (SMEs) have at least a few employees. New media can be a tool for supporting the economy in its preparation for digital age. This transformation has been called new economy (Castells, 2000; Gilder, 2000). This economic transformation includes a transformation of working practices (Wittel, 2001).

As McRobbie addressed "Work has been re-invented to satisfy the needs and demands of a generation who,'disembedded' from traditional attachments to family, kinship, community or region, now find that work must become a fulfilling mark of self (2002).

With the advancement in communication technologies, new paths for collaboration between different sectors have emerged. Emergence of these paths leads to emergence of new sectors. However, the bad news is that greater choice has made the perennial management challenge of selecting the best options much more difficult (Pisano & Verganti, 2009). As changes happen in industry, higher education services should adopt themselves according to requirements of term. Rapid change in requirements for workforce such as digital skills and knowledge, leads to misforecasting for preparation of future curriculum for universities. It also resulted in mismatch between universities' education and requirements of industries. As a result, when graduates enter professional life, they have lack of specific knowledge that are required by industries (Bridgstock, 2011).

Another fact is that, with 2008 Economic Crisis all over the world, number of graduates exceeded the demanded number of employees. This can be explained by wrong policies of governments or mismatching between education and demands of industries. Over-supply for certain industries can lead to the fact that graduates will not sustain their career in preferred occupations (Bridgstock, 2015). This situation causes decrease in satisfaction that is gained from professional life and results in short-term job terms at the beginning of their careers.

2.1.2.1. Changing Work Environment and Career in Creative Industries

Although creative industries have been a subject for academia, politics and industry for a long time, it is redefined with the introduction of ICT into our life. Creative industries are defined as "industries that have origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property" by UK governments Department for Culture, Media and Sport (DCMS, 2001, page 35-46). Intrinsically, creative industries include long-established cultural industries, such as dance, music, craft, publishing etc., as well as relatively new introduced digital subjects, such as digital media, software and multimedia design.

Creative industries are now widely accepted that developed nations shift their focus on information and knowledge-based economy where creativity is seen as key determinant for economical growth (DCMS, 2008; DCIT, 2008). Contribution of creative industries to gross domestic products (GDP) are growing at more than twice their national average in advanced nations such as the UK and Australia (Higgs & Cunningham, 2008). The way of creative industries implementation by information and knowledge-based economy model also changed other sectors significantly.

Graduates were seeking more clarity at the beginning of their higher education. However, design education highly depends on ambiguity in creativity process. First year students who have expectations based on the certainty and the concreteness, feel disappointed when they are faced with implicit teaching methods. These situations cause uncertainty when they faced with higher education. However, contrary to other occupations, such as engineering or health sector, creative industries do not have a linear career path.

Careers in creative industries are characterized as "boundrylessness" by Arthur and Rousseau (1996). In fact, it is mostly navigated by individuals who have less opportunity for long term job or progression within a firm. Moreover, compared to other sectors, procedure for acceptance for a job is not likely to rely on their educational credentials or professional accreditations, but rather rely on informal contacts and quality of previous work outputs (Bridgstock, 2011). To give an example, job posting in creative industries, CV (Curriculum Vitae) is not enough itself for applying a job, firms also request portfolios of applicants to see quality of previous work outputs. To build up a portfolio, graduates tend to attempt short-term, project-based or self-employed works (Bridgstock 2005, Ross 2009, Throsby and Zednik 2010). In fact, graduates attempt "portfolio career" in limited creative and non-creative works. Portfolio career generally offers more flexibility, freedom and variety, but also highly depends on organizational skill and self-management to cope with multiple jobs at the same time instead of one full-time job.

Like many other occupations, career opportunities for creative industries are also extending with disappearing of hierarchy in management level. Sector is now more open to collaborative works. This enables interaction between different sectors. Hence, new branches are born in creative industries.

2.1.2.2. Changes in Industrial Design

Emerging as a profession, foundation of industrial design dates back early 19th century. Industrial design has come a long way since its early inception and is thriving as a result of an expanded awareness of design in business, collaboration and critical problem solving (IDSA, n.d.). Definition of Industrial design has changed several times to meet the requirements of industry. According to the current definition of World Design Organization (WDO),

> Industrial Design is a strategic problem-solving process that drives innovation, builds business success, and leads to a better quality of life through innovative products, systems, services, and experiences. Industrial Design bridges the gap between what is and what's possible. It is a trans-disciplinary profession that harnesses creativity to resolve problems and co-create solutions with the intent of making a product, system, service, experience or a business, better. At its heart, Industrial Design provides a more optimistic way of looking at the future by reframing problems as opportunities. It links innovation, technology, research, business, and customers to provide new value and competitive advantage across economic, social, and environmental spheres. (WDO, 2015)

Industrial Design as a profession has a huge impact in our life in terms of relation between physical, virtual products and us. With the implementation of information and communication technologies in to our lives, human and computer relation gained importance. Today, boundaries of industrial design do not only involve the design of a physical product but also the application that we use in our daily lives.

The other effect of ICT in industrial design is that communication technologies enable that industrial designers can interact with other disciplines which resulted in more collaborative environment for production. In fact, collaboration with other disciplines leads to arise of a disciplines of industrial design, such as user experience design or service design.

2.1.2.3. Industrial Design in Turkey

Design as a word mentioned in the third five-year development plan in 1973, from the State Planning Organization (SPO) for the first time in the Turkish state policy (Hasdoğan, 2009). According to the policy, government aimed to train professionals about design and technology production with two or four year graduate programs. Industrial design as a subject matter first taught in academia in Turkey when an American Industrial Designer David K. Munro was appointed by the Agency for International Development to start Industrial Design Education in Turkey at METU. David K. Munro gave industrial design courses at the Department of Architecture at METU between 1969-72 (Er, Korkut, Er, 2003). Although design field required research and creative thinking skills and the plan recommended graduate level education to train designers, first industrial design program started at undergraduate level in Istanbul State Academy of Fine Arts at 1972. On the following years, in 1979, Department of Industrial Design under the Faculty of Architecture was established in Ankara at Middle East Technical University.

Till 2006, there were only six universities where four of them located in İstanbul, one of them is located in Ankara and one of them is in Eskisehir. In 2018, according to OSYM (2018), there are 32 programs that give education about industrial design in 8 eight different cities in Turkey. Now, around 1000 industrial design students are graduated yearly from universities and they have participated professional life.

At the beginning of 80s, Turkey experienced a military coup that resulted in abandonment of SPO policies. After the coup, Turkey turned its face towards liberal economy and abandoned import oriented industrialization and shifted to export

oriented industrialization for economic growth. Effects of liberal economy on industrial design had started at the beginning of 90s. The need for industrial design education and services of industrial designers has begun to expand (Ilhan & Er, 2016). After the transition, industrial design had become an important element through this shift. During this period, policies support the design activities especially in furniture, machine and electronics industries (SPO, 1989, cited in Hasdoğan, 2009).

However, this expansion caused a problem. The problem was that number of demanded industrial designers in industry stayed behind the number of graduates. (Ilhan & Er, 2016). In addition, only a few firms had research and development department in their structure. Also, industrial design as a concept was not widely accepted in industry. Industrial design had been advanced in developed countries with the support of design organizations and design promotion programs supported by governments (Er, 1997). Associations facilitate social recognition of an occupation as a profession in the public and legal realm (Abbott 1988). Late institutionalization process and lack of government support on industrial design delay development of the profession.

2.2. Professional Organizations in Turkey

Professional organizations can identify and organize stakeholders and their related bodies for fields of profession. They provide solidarity among members of the profession and draw the normative framework for practices (Rusaw, 1995). They provide opportunities for institutionalization of profession. Institutionalization of a profession means establishing role of professionals, norms, values and behavior among the members of the profession (Hasdoğan, 2009). In the development and advancement of any profession, the role of an organized body of professionals is unquestionably a primary force (Abbott, 1988). In other words, a profession defines itself with the bodies such as design office, consultancies and educational centers and with the actors of the profession like educationalists, policy makers and occupants.

In Turkey there are two types of professional organizations namely chambers and associations. Chambers are professional organizations which are in the status of public institutions defined in the constitution and founded by law. Professional organizations are non-governmental organizations which are founded by the law of Professional organizations. Chambers have the authority to regulate the profession for public good. Professional organizations do not have the authority that chambers have; nevertheless they are more flexible in building relationships between stakeholders.

For Turkey, one of the key issues for professional organizations is creating network, resources and connections for realizing their larger goal. Capacity building is whatever is needed to bring a nonprofit organization to the next level of operational, programmatic, financial, or organizational maturity, so it may more effectively and efficiently advance its mission into the future. Capacity building is not a one-time effort to improve short-term effectiveness, but a continuous improvement strategy toward the creation of a sustainable and effective organization (Raynor, 2014).

Specifically, capacity building attempts to:

1. Build a stronger, more sustainable organization, including establishing formal or systematic organizational structures and developing and implementing long-term planning and strategies.
2. Improve administrative and program management systems and abilities, including setting up a strong accounting system, improving the process of planning and managing projects, or hiring an M&E specialist.
3. Strengthen technical expertise, through hiring or training staff or volunteers in program planning and design, best practices, and other similar technical areas. (Carden, 2017)

Figure 2.2. Critical milestones in the institutionalization of industrial design in Turkey

2.2.1. Industry Design Association

The establishment of a professional organization is the second stage of occupational development, occurring right after the creation of full-time work (Wiggs, 1972). However, before creating job opportunities in industrial design, institutions started to give industrial design education in Turkey. As mentioned earlier, with the establishment of industrial design departments in Istanbul State Academy of Fine Arts and Middle East Technical University, initial steps towards institutionalization in the perspective of institutions were taken including the establishment of Endüstri Tasarımı Derneği (Industry Design Association) (ETD) in 1974 whose establishment was officially completed in 1978. Eczacıbaşı, one of the biggest companies in terms of production in Turkey, ushered in establishment of ETD to promote industrial design in Turkey. With 24 members, First president was Dr. Nejat Eczacıbaşı and vice president was Önder Küçükerman. Among these 24 members, 15 of them were architects and interior architects, four of them were graphic designers, four of them were industrialists and one was a chemist (Turan, 2016).

According to Asatekin who was one of the members of ETD, the name of the institution did not directly imply any profession, rather than implying industrial designer, they preferred to focus on activities of industrial design. Because, there was no one with the background from industrial design (Turan, 2016).

As mentioned in Article 3 in Society Regulation, main objectives of ETD were to boost industrial design in Turkey, strengthen the qualities of industrial design in industry and consumer goods and overcome societal problems by using creative power of industrial design such as environmental problems. In addition to objectives, activities are specified in the article 4 in the Society Regulation as,

- to conduct education, research, surveys; create rewarding systems, organize exhibitions and archive works towards the aim of internalizing and enhancing industrial design among larger circles,

- to establish cooperation with institutions providing industrial design - education,
- to take supportive initiatives that will contribute to the understanding of industrial design in industry,
- to take export-supportive tasks,
- to assist the tourism industry in order to search and identify forms that reflect natural, cultural and social characteristics of our country. (Turan, 2016)

Activities of ETD created the opportunity for communication among the members and interaction between the institution and industry. With these missions, ETD organized series of seminars, exhibitions and also published newsletters on a monthly basis (Turan, 2016). Also ETD organized several visits to leading firms in Turkish industry, such as Manajans that was the first modern agency in creative industries in Turkey and Kelebek Furniture manufacturer of plywood for aviation industry (Turan, 2016).

Although having high motivation and good will, members did not continue communication. According to Altuntaş who was a graphic designer specialized on corporate identity, at the time that ETD was established, design awareness was not in people's mind. In addition to that, importance of industrial design was not discovered by industry yet. All these facts, caused to lose of interest among the members of ETD and it was closed in 1984 (Turan, 2016).

2.2.2. Industrial Designers Society of Turkey

Industrial Designers Society of Turkey (Endüstriyel Tasarımcılar Meslek Kuruluşu, ETMK) was founded by a group of graduates from Middle East Technical University in 1988 in Ankara in the status of an association. ETMK was established in an environment of design education domination, because industrial design departments in universities were established before the employment of professional practice in Turkey and this domination had continued till mid-90s. During this period, awareness

of industrial design was limited to a few firms and small number of interior design offices. A group of industrial designers worried about their future had came together to bring identity to industrial design and create a platform that can discuss the problems they faced. After ETMK ensured its internal solidarity, they became the leading organization for various design events, award schemes and competitions (Hasdoğan, 2009). Contrary to ETD, members of ETMK had the same professional background so that communication between members was much easier. The aim of ETMK is to promote industrial design in the society, protect the rights of the designers, to strengthen communication between colleagues and to bring quality standards to Turkish design (ETMK, n.d.).

In 1992, ETMK published a bulletin, called Tasa, to inform its members and industry about the developments in industrial design world. Also, in 1994, the association organized the first exhibition called "Designers' Odyssey" to demonstrate the potential of industrial design to designers and industry (ETMK, 2008). Products in the exhibition were presented under three categories: industrial products, conceptual products and student projects. The entries in each category were evaluated by well-known scholars and designers to give ETMK Awards. During this period, ETMK also participated international fairs such as Taipei International Design Exhibition in 1995.

With the rise of industrial design as a profession in Turkey, ETMK decided to launch a prestigious design award scheme to bring good design standards and increase the quality of products (Hasdoğan, 2009). ETMK had started to work on design award scheme in 2006 with a consultative committee including professionals, academicians and multidisciplinary specialists. In 2008, Design Turkey Awards was held in Antrepo, İstanbul. Among 444 applicants, 55 of them were awarded. Design Turkey was organized biennially till 2016 when ETMK decided to organize it annually.

Figure 2.3. Design Turkey Awards

In addition to that, ETMK is a member of Turkish Design Advisory Council (TTDK, Türk Tasarım Danışma Konseyi) chaired by the Minister of Science, Industry and Technology. Main purpose of TTDK is that;

- Turkey's determination of design strategies and policies; to improve competitiveness in the international arena, application infrastructure creation and implementation and thus high value-added designs to be created.
- Turkish designers and design of the world market in the preferred location to bring designers and the provision of industrial cooperation.
- "Turkish Design" Turkish Design Advisory Council has been established in order to make consultative decisions and make recommendations for the establishment of its image.

Since its establishment, ETMK had a huge importance for institutionalization process of industrial design in Turkey. With ETMK, professional practices and policy making gained emphasis as well as design education. They were the only professional organization related to industrial design till 2014 when Industrial Designers Association (Endüstriyel Tasarımcılar Derneği, ENTA) was established.

2.2.3. Industrial Designers Association

Industrial Designers Association (Endüstriyel Tasarımcılar Derneği, ENTA) was established in 2014 by a group of young industrial design students who graduated from different universities in the status of an association. ENTA was formed by introducing a new model, by examining the structures of professional members of the international roof organization WDO (World Design Organization) at the establishment stage; it is a professional association aiming to make industrial design profession more known in our country, to increase the education-industry standards of the profession and to create new opportunities that will create added value to industrial designers and to manufacturers ("About", n.d.). ENTA declared a manifesto to underline the purpose of the organization as:

- Publishing digital and printed media related to industrial design with the help of its members
- Generating reachable, valuable and rich content related with industrial design, then becoming source of knowledge gradually
- To make industrial design profession known
- Organizing events for industrial designers to gather, to share and produce.
- Supporting careers of its members
- Creating a multidisciplinary productive environment
- Creating a bridge between industrial design students, manufacturers and industrial designers.

In the light of the manifestation, ENTA focused on challenges and problems of industrial design students in the first years of the organization. As a newcomer, ENTA decided to introduce itself to students by visiting all the universities which include department of industrial design. In addition to that, ENTA organizes National Industrial Design Students Meeting, which includes conferences, workshops and network events, annually to provide socialization environment for design students and opportunity to improve their knowledge about industrial design.

Figure 2.4. ENTA Meeting

According to the regulation of the organization, currently, ENTA is the only professional organization which accepts corporate members which they do not have right to vote in general assembly. Main purposes of accepting corporate members is to show them in the association's online design inventory that is announced to be published soon, to announce their events and organizations on a sponsorship basis, to organize design competitions and various seminars in collaboration with them and to develop projects that will carry the members to a more advanced level in the competitive environment.

2.2.4. Chamber of Architects of Turkey, Industrial Designers Commission

The Union of Chambers of Turkish Engineers and Architects (TMMOB, Türk Mühendis ve Mimar Odaları Birliği) accepted industrial design graduates as a member under the Chamber of Architects in 1983 for the first time. In 1987, industrial designers had started to work for establishing their own professional organization. However, requirements for establishing a chamber under UCTEA had not been met and instead of establishing a chamber, industrial designers founded ETMK. Till 2015-2016 TTDK Design Strategy Document Action Plan, the idea of establishing Industrial Design Chamber has remained silent. As a result of the meetings with

ETMK members and ETAK (Academic Council of Industrial Design Departments), it was decided to accelerate the process of defining and defending professional rights under the Chamber of Architects. At the central board meeting of the Chamber of Architects dated the definition of the profession within UCTEA, the concretization of their presence in the Chamber of Architects and the realization of organizational activities in the direction of becoming a chamber (“Tarihçe, n.d.).

Figure 2.5. Chamber of Architects of Turkey, Industrial Designers Commission organized event for 29th of June, Industrial Designers Day.

2.2.5. Design Foundation

Design Foundation was established in 2013 by Faruk Malhan, who is an architect. Purpose of the foundation is to provide a multi-disciplinary environment for the people who come from different disciplines in creative industries. To achieve this, Design Foundation embraces designers with a learning by doing approach.
("Tasarım Vakfı | Hakkımızda | Kurumsal", 2019).

Foundation aims to design with creative ideas that can contribute to Turkey's development. For this purpose, it adopts both "designing development" and “using design in development process” approaches by bringing together design and development. To achieve this, Design Foundation organizes workshops, conferences and seminars ("Tasarım Vakfı | Hakkımızda | Kurumsal", 2019). Contrary to the above organizations Design Foundation is not a member based organization.

2.3. Motivation and Expectation

The word “motive” comes from Latin “movere” word that means move. For more specific definition, there are huge numbers of definitions of motivation. One of the controversial topics in psychology is that there is no certain definition of motivation. From 50s till now, there are huge number of research on motivation theory which define motivation in a different way. Littman (1958) addressed the issue as “it is evident.., that there is still no substantial agreement about what motivation is. I think there is something wrong when something like this persists for as long a time as it has”. Later on that, Littman discussed several definitions of motivation and came up with the five specific defining characteristics: energizing, directive and selective, persistence, motivational psychology and a motivational phenomenon of consciousness”.

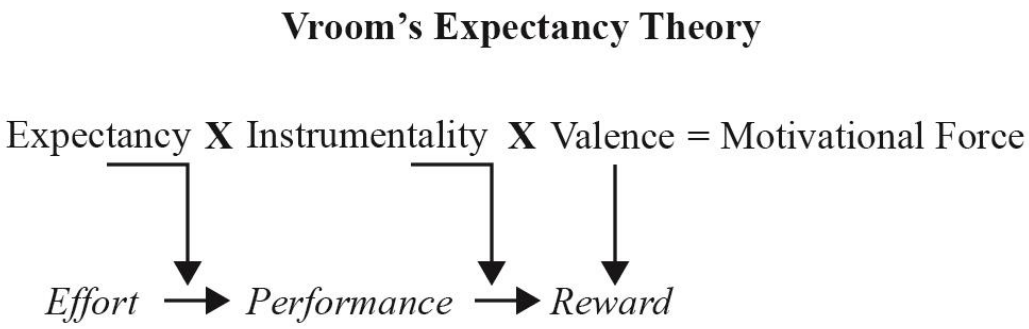
In the light of these specific defining characteristics, we can discuss several definition of motivation which is approved by specific perspectives. Each definition is addressing different topics and they are also focusing on different phase of motivation. In fact, some of them emphasizes on action and key drives on what motive us, some of them are focusing on action-outcome relation in motivation.

Maslow’s hierarchy of needs, Herzberg’s two-factor theory and Vroom’s expectancy theory are some of the widely accepted theories of today. According to Maslow, people have great inner drive like wants and desire to reach their potential. These drives influence people’s behaviors. In this definition drives can be accepted as motivations (McLeod, 2007). According to Herzberg’s two factor theory, human

beings have some motivators that if they achieve certain factors, it resulted in satisfaction, but if absent, they don't resulted in dissatisfaction but there will be no demotivation. On the other hand, if some motivators like safety security and salary, in other word hygiene factors, cannot be achieved, they causes demotivation (Herzberg, 2017). Lastly, Vroom's expectancy theory is fitting much more accurately on the topic that I discuss in this paper. According to Vroom's theory, the choices made by one person through the alternate directions of movement are related to the psychological consequences of the behavior at the same time.

With Vroom's theory, we can evaluate the engagement motivation of new generation industrial designers to professional organizations. At this point, three key elements which are expectancy, instrumentality and valance is needed to be understood that

Figure 2.6. Vroom's Expectancy Theory



what are the motivations of the new generation industrial designers to join professional organization related to the profession? Do the professional organizations meet the needs of young graduates?

Expectancy, is the belief that explains the subjective probability of the effort resulting in an outcome (Parijat, 2014).

Instrumentality is the perception of a person of the probability that actions will lead to organizational rewards or outcome.

Valance measures the attractiveness, preference, value or the liking of the rewards or personal outcomes for the person.

According to this theory, outcomes of joining professional organization should be attractive in a personal perspective and rewarding, in other words, valance should be positive to have a positive motivation towards organizational engagement.

To provide better understanding, Table 2.1 illustrates some combination of expectancy, instrumentality, valance and result of these combinations on motivation.

Table 2.1. *Example of elements of Vroom's Expectancy Theory Combination. (Adopted from Newstrom and Keith, 1999)*

Situation	Valence	Expectancy	Instrumentality	Motivation
1	High Positive	High	High	Strong Motivation
2	High Positive	High	Low	Moderate Motivation
3	High Positive	Low	High	Moderate Motivation
4	High Positive	Low	Low	Weak Motivation
5	High Negative	Low	Low	Weak Avoidance
6	High Negative	High	Low	Moderate Avoidance
7	High Negative	Low	High	Moderate Avoidance
8	High Negative	High	High	Strong Avoidance

Adopted from Newstrom John W, Davis Keith "Organizational Behavior, Human Behaviour at Work", (p. 148), (Tenth Edition, Tata McGraw Hill Company, 1999)

According to Mark Hager (2014), engagement motivation towards professional organizations can be examined under two topic; public engagement motivations and private engagement motivation.

2.3.1. Public Engagement Motivations

Although participation professional organization is an individual action driven by personal motivation, collective goods motivate collective action in professional organizations (Knoke, 1988). These collective actions are motivated by public benefits, such as "building a profession that he or she cares about" or "the opportunity to improve society" (Gazley & Dignam, 2010, p.5). Also public good is not only for other, but also individuals can benefit from it.

According to Knoke, public good is differentiated from private good to extend members' value which individuals can benefit from it or not (Knoke, 1988). In addition to that, Olson's contention of self-interest shows that, collective actions are also production of personal interests. In fact, attention of individuals which share the same interest by group of people, gather around organization and their effort can turn into public good.

Knoke's study shows that public goods can be examined as normative establishment and lobbying. Firstly, normative establishment means that professional organizations can draw boundaries for profession and can shape its members' energies, effort and desire in a certain direction (Nerland, 2010). In addition, professional organizations play role for reshaping the field of the profession, legitimating the changes and spreading innovation by normative establishment

Secondly, another mission of a professional organization is lobbying on behalf of the field. Professional organizations provide voice that members of profession can speak to institutions collectively instead of ineffectual individuals (Mendel, 2003).

2.3.2. Private Engagement Motivation

While public goods are motivating professionals to participate in professional organizations, private goods are expected to drive engagement (DeLeskey, 2003). Contrary to public engagement motivation, participants expect to gain personal

benefits from organizations, such as establishing relationship with colleagues, improving their professional knowledge or finding professional contacts.

Knoke (1988) categorized public engagement motivation as social, occupational and informational incentives according to practitioners' motivation. In this study, I am going to explore motivation of professionals on participating professional organizations under Knoke's categorization of private engagement motivation.

Social Incentives. One of the major benefits of joining professional associations is providing an environment that meet new people and creating network for their members. Associations facilitate networking activities periodically to give opportunity for members to interact with each other. It provides opportunity to ask for help from other members against a problem encountered related to the profession. (Messmer, 2005 & Markova & Ford & Dickson & Bohn, 2013).

Practitioners participate in professional organizations to interact and establish positive relationship with colleagues (Markova & Ford & Dickson & Bohn, 2013, 2013). In fact, as an important motivation, Knoke (1988) highlights affective bonding: professionals join their associations for social and recreational activities and the opportunity to form friendships.

Economical Incentives. The other major source of motivation for professionals is occupational incentives, which Knoke (1988) describes as helping members with job searches, providing professional contacts, and improving members' economic conditions. Hager (2014) added to this list the opportunity for members to gain leadership through coproduction of activities in their professional associations.

Informational Incentives. Professional associations offer educational programs that help occupants improve their knowledge about profession related topics, experience sharing opportunities. Also, they enable that members can interact with speakers and instructor to receive one-on-one guidance on specific challenges that encounters in their business life. In addition to these, certification programs that are offered by

professional associations also help members for their career advancement (Messmer, 2005).

2.4. Summary

The literature review consists of three main sections. The first section explores changes in the world in terms of society and work environment with introduction of ICT in to our life to understand formation of new generation and the work environment that they shaped. In the second section, professional organizations related to industrial design are explored to understand aim of the organizations and their development processes. In the last section, motivations and expectancy theories in the context of organization is explored.

The aim of the literature review is to help readers to understand the new generation industrial designers' source of motivations towards professional organizations which include participation process and during the membership in the context of new society arrangement and Turkey. It is important to understand network society to explore new generation industrial designers' desire, expectancy and thoughts. Although there are various sources for motivation theory in the literature, there are limited number of source related to industrial design. However, inspecting examples from various fields provides some insight to understand the general idea easier.

In the first section, how developments in the technologies can shape the society is explained chronologically. The term "Network Society" which is mentioned by Van Dijk in 1991 for the first time was explained in detail (see section, 2.1.1) to provide better understanding about how network society leads to changes in generations and work environment. For last ten years, new generation formed by network society have started to enter professional life. For this reason, their desire and expectancies have been shaping the work environment. Later on this section, changes in creative industries and industrial design is explained. Lastly, changes of industrial design as a profession in Turkey are discovered to understand the context of the thesis.

In the second section, professional organizations in Turkey are explained chronologically. How they emerged and what was the context during their establishments is discovered. In addition, visions and missions of the professional organizations are explored in this section.

In the last section of literature review, motivation and expectancy theories are explored in the organizational context. Although there are several motivation and expectancy theories, Vroom's expectancy theory is explained in detail due to it is being more appropriate for organizational context to measure new generation industrial designers' level of motivation. Lastly, Hager's motivation categorization is explained to understand what drives professionals towards professional organization participation. In the next chapter, design of the research will be explained in detail.

CHAPTER 3

METHODOLOGY

This section provides insight about the research design by addressing the technique of information collection, research phases, encountered difficulties, and lastly analyzing the information. Two data collection methods were used to gather data from participants; Questionnaire and Semi-structured interview. In this chapter, both methods will be explained in details. Firstly, the chapter will clarify the data collection methods by exploring the reason behind the selection of them, selection of the focus group for interview, and interview conduct. Secondly, the chapter will cover the research phase of this study; it will later cover the difficulties that were experienced during the research. Finally, the chapter will cover the data analysis process of the research.

3.1. Questionnaire

The first stage of the study is questionnaire. Through the questionnaire, gathering data from a larger sample of new generation industrial designers is aimed in order to explore their tendency towards participating professional organizations. This method is found appropriate to determine further participants for the semi-structured interview phase.

Although questionnaire technique is used mostly in quantitative research methods, it can be also used for forming a sample group within a large population. According to the age criterion of the study, number of industrial designers who are under thirty five years old, also who have joined professional organizations is very limited. Therefore, as mentioned in Higginbottom's study (2004) when very specific and limited individual population is considered, judgmental sampling in other words purposive sampling method is more appropriate for determining participants of semi-structured

interview. There are two reasons for why questionnaire method is an appropriate method for the first stage of this study; reaching large population more easily, selecting participants for further stage of the study. There are four main purposes of using questionnaire method. First purpose is to draw an overall picture about the level of motivations of industrial designers towards joining professional organization. To fulfill this purpose, I used questionnaire to learn about their current or further tendency towards professional organization participation. Considering the answers, questionnaire allowed me to collect information about the subject in a larger population of new generation industrial designers. The second purpose of the questionnaire is to gain insight about number of new generation industrial designers who participated a professional organization. Thirdly, the questionnaire provides a ground for second stage of the study which is semi-structured interview. As (Harrell & Bradley, 2009) mentioned in their study, conducting questionnaire to determine participants for semi-structured interview enriches the quality and depth of the data that are collected from participants. Lastly, the questionnaire allowed me to gather information for the next phase which provided me to ask more in depth questions to participants considering the collected data from the questionnaire.

3.1.1. Design of the Questionnaire

Design of the questionnaire consists of four parts (See Appendix, C). In the first part, participants of the questionnaire were informed about the topic of the study, and confidentiality of the information that they answered during the questionnaire. It also emphasizes that the participant's answers to this study is essential and that the data collected from this questionnaire will be used only for this study without exchanging any private information.

Second part of the questionnaire asked demographic information of participants. In this part, name, age, city they live and contact information of participants were asked. Purpose of this part is to collect data for further participation in semi-structured interview. In addition to that, asking age of the participants allowed me to validate that

whether the participant is appropriate for the next phase of the research considering the age restriction. Although the participants are informed about age restriction in the first part, asking participants' age eliminated the risk of misunderstanding.

In the third part of the questionnaire, universities and departments that participants graduated from and job status were asked. Thus, this study covers exploring motivation of industrial designers in Turkey, forming a diverse sample group is important to draw overall picture about the topic of this study. In fact, as Morgan (1997) emphasized that forming diverse sample group may be almost impossible in organizational setting because of limited number of organization and small population of occupants. For this reason, the questionnaire allowed me to extend the number of people for forming a diverse sample group.

In the last part of the questionnaire, industrial designers' participation status and tendency for participation a professional organization were asked. Main purpose of this part was getting familiar with general information about motivation towards participating professional organization and measuring the tendency towards further participation of industrial designers on organizations.

The questionnaire is prepared by using a Google Service called Google Forms. Google Forms allows its users to design questionnaire with various types of questions. The questionnaire consists of eighteen questions, eight of which are short answer questions and ten of which are multiple choice.

The questionnaire was designed to take around five to ten minutes to answer all the questions that allow the participants fill the questionnaire without getting bored. Therefore, the questionnaire could reach a wider population.

3.1.2. Population and Sampling

The questionnaire was conducted among industrial designers. As Craswell (2009) emphasized that forming a sample group purposefully has benefits for figuring out the problem and research question, I tried to reach participants intentionally via mail groups of universities which consisted of graduates from industrial designers, Facebook groups that includes industrial designers and communication channels of professional organizations.

Although the number of professional organizations related to industrial design profession is limited and their efforts reached limited areas of Turkey, collecting data from industrial designers in different cities provides wider perspective to understand the general situation in Turkey. This also provides ground for comparison of industrial designers' motivations that live in different cities.

Another selection criteria was the age of the participants. The reason behind applying age restriction which is determined between 25 to 35 participants is that Industrial Design as a profession has been experiencing transition from product design to experience-design as a reflection of transformation of society in almost past ten years. Designers who have participated professional life in past ten years are the first-hand observers that they experienced the changes as the profession has changed itself. This age restriction is set to do so.

3.1.3. Conducting Questionnaire

The questionnaire was conducted online on February, 2018 via Google Forms. As Toepoel (2017) emphasized, with the advancement of technology, conducting questionnaire was shifted to online platform that allows reaching large number of people. In addition to that, online questionnaire provides advantages in terms of cost and speed when compared to face-to-face, telephone calls and paper-pencil questionnaire.

Despite the disadvantages of online questionnaire method compared to face-to-face questionnaire method, such as completion rate of the participants, the questionnaire is designed for taking less time of the participants to extend the participation rate. Moreover, as Toepoel (2016) mentioned, distribution of the questionnaire online allowed me to collect data while working on other tasks.

In order to test the questionnaire in terms of required time and the efficiency of the question, I delivered the questionnaire to group of acquaintances that I know them from either university or professional organizations. After a successful test phase, first, I contacted with the head of industrial design departments in different universities. I asked them to share the link of online questionnaire with their graduates via e-mail groups. I also warned them about age restriction to eliminate the risk of higher age participation. Secondly, I posted the link of the questionnaire on social media via Facebook. Most of the industrial design departments in Turkey have also Facebook groups which includes graduates from those universities. In addition to that, I shared the questionnaire on Facebook groups related to industrial design. Finally, I contacted with professional organizations and asked them to share the questionnaire via their mail list.

As Morgan (1997) mentioned, it is hard to form a homogeneous focus group in organizational settings. For this reason, questions were selected carefully to form a homogeneous focus group by prioritizing universities that participants graduated from, professional organizations that participants have joined and cities that they live in this questionnaire.

As a result of the questionnaire, 112 industrial design graduates participated the questionnaire from 21 universities from six different cities. Total number of completed questionnaire is 112 as shown in the Table.3.1. Distribution of participants is demonstrated in terms of professional organization participation.

Table 3.1. *Distribution of Questionnaire Participants According to Professional Organization Experience*

Professional Organization Participation	Number of participants
Have an experience	36
Do not have any experience	76
Total	112

3.1.4. Analyzing Questionnaire

The data collected from questionnaire was analyzed quantitatively. The analysis led to come up with the number of industrial designers who are already a member of a professional organization or considering further participation to professional organizations. As numbers have shown that the 68% of the participants are not a member of professional organization. This is also crucial to understand general interest of new generation industrial designers on joining professional organizations.

As shown in the Table 3.1, 36 participants mentioned eight different organizations which 4 of them are official. The other four of them are community that was not established officially.

Table 3.2. *Distribution of Questionnaire Participants According to Professional Organization Membership*

Name of the Organization	Number of Participants
ENTA	17
ETMK	16
TMMOB ETK	7
Design Foundation	1
Total	**41***

* Some of the participants have membership in multiple professional organizations

3.2. Interviews

The second stage of the study is semi-structured interviews. As described by Licthman (2014), individual interviews is a general term used for a kind of method that enables the researcher to engage in a dialog or conversation with a participant directly.

As Matthews and Ross (2010) described that semi-structured interviews is a qualitative data collection method when participants' experience, behavior and understanding is the concern of the researcher. Aim of this study is to learn experiences of industrial designers who participated a professional organization in terms of motivation and expectation. Therefore, I chose to conduct semi-structured interview to explore their experience deeper through their professional organization participation in this study. In the next chapters, I will explain the design of the interview, selecting participants for interview and analysis of the interview in details.

3.2.1. Design of the Interview

Before starting preparation of the interview questions, I prepared a guideline. The guideline for the interview consists of research questions, data from literature review phase and answers that I gathered from the questionnaire. Research questions that I defined for the subject helped me to draw an outline for the interview questions. In addition to that, literature review that I made before the data collection phase provided me general knowledge about source of motivation and expectations to participate professional organizations. In fact, it provided me better understanding about what drives industrial designers' decision on joining a professional organization. Lastly, the data that I gathered during the questionnaire provided me list of professional organizations related to industrial design that helped me to make a research about these professional organizations before conducting interviews.

The main purpose of the semi-structured interviews is exploring the source of motivation and expectation of new generation industrial designers towards professional organizations in depth by asking them about their experiences and

perspective about professional organization. First of all, I asked questions about their decision for selecting industrial design as a profession and problems that they encountered after their transition to professional life (See Appendix, E). Main purposes of the first part were to warm up the participants for interview and provide opportunity to recall their memories from selecting industrial design as a profession today. In the second part of the interview questions, I asked participants about career options related to industrial design in Turkey. One of the focus point of this study is to understand the changes in profession with the rapid advancement of technology and at the same time transition in working environment. Therefore, these questions helped me to explore opinions of the participants about changes in the profession in the last ten years. Third part of the interview focuses on opinions of the participants towards professional organizations in terms of goals and vision of organizations and comparing similarities and differences of goals and visions of industrial designers and professional organizations. In the fourth part of the interview, I asked questions about motivations and expectations of participants towards professional organizations to explore which factors drive industrial designers to participate to a professional organization. In this part, some of the questions were determined according to literature review phase of the study. In addition to that, another purpose of this part was to explore what kind of events or situations change the motivations and expectations of participants in terms of commitment to professional organization. In the last part of the interview, a question about what participants want to change about professional organizations in terms of structure, goals and vision of the organization.

Preparing guidelines for the interview provides me draw an extensive outline for the interview. Order of the questions has changed according to flow of the interview. Also, when a new situation appeared during the interview, new questions were added to better understand the situation and explore the experience of the participants in depth.

3.2.2. Selection of the Interviewees

Participants who have professional organization experiences have a critical role for defining which source of motivations and expectations drive industrial designers to participate an organization. For this study, while collecting qualitative data, main selection criteria of participants for the interview is that participants should have experience on a professional organization. To collect more accurate data from participants, they were selected with help of experts. During this part, advisor of this study, Prof. Dr. Gülay Hasdoğan who is one of the founders of ETMK and current head of Industrial Design Department of Middle East Technical University, helped me to select participants for interview. Regarding the aim of the study, it is critical to conduct interviews with participants who are already member of a professional organization and have a years of experience on it.

After I listed the participants of the questionnaire according to the criteria, I started to contact with 16 potential interviewees via e-mails. In the e-mail, firstly, I introduced myself and the study that I was working on. Then, I reminded the questionnaire that they participated. Also, I gave information about the outline of the interview and the foreseen duration of the interview. Then, I gave a contact phone number for their further question related to interview. Lastly, I asked for suitable time and location for interviews. As some of the participants live in different cities, I asked them if they were able to participate interview via Skype.

In the selection phase, I prioritized them according to selection criteria. To obtain diversity among participants, I selected participants from different cities, universities and professional organizations that they are members.

Overall, I and my advisor, Prof. Dr. Gülay Hasdoğan, have listed 12 potential participants from 112 participants to the questionnaire. Selection has been made according to the organization that participants were member in. Organizations were selected according to their membership system. Although Design Foundation does not accept membership, the participant from Design Foundation was also member of

TMMOB ETK. Additional information about Design Foundation also presented in the thesis. Distribution of interview participants according to professional organization membership is shown in the Table 3.3.

Table 3.3. *Distribution of Interviewees According to Professional Organization Membership*

Name of the Professional Organization	Number of Participants
ENTA	5
ETMK	5
TMMOB ETK	3
Tasarım Vakfı	1
DesignerMeetUp**	1
Total	15*

* 3 of the participants have a membership in more than one professional organization

** Although DesignerMeetUp is not an official professional organization, it is important to understand their motivation.

3.2.3. Conduct of the Interviews

After I contacted with potential participants, I prepared a time schedule according to available time and appropriate location of participants. Before I started conducting interviews, I carried out a pilot interview with one volunteer participant to test the interview questions and gain experience about interviewing as a researcher. However, I did not analyze this interview, because I have changed some questions that do not provide enough information about the subject.

After I changed some of the questions, I started to conduct interviews with the participants. 6 of the participants preferred to conduct interviews face to face. While I conducted interview with 3 of the participants who preferred face to face interview in Ankara, 2 of them were conducted in İstanbul and one of them were conducted in İzmir. As most of the participants were working in the weekdays, I interviewed with

them after work hours in weekdays or weekends. The location for interview were selected together with the participants.

I interviewed with other 6 of the participants via Skype. At the arranged date and time, interviews conducted in video calls. Although I encountered some problems related to internet connections, online interviewing helped me to gain time and to overcome geographical problems.

Table 3.4. *Semi-structured Interview Participants Data*

Participant Number	City	University	Professional Organization
A1	Ankara	METU	ETMK,TMMOB ETK
A2	İstanbul	Anadolu University	ETMK
A3	İstanbul	Kadir Has University	ENTA
A4	Ankara	METU	ETMK
A5	Ankara	Atılım University	ETMK, TMMOB ETK
A6	Ankara	METU	DesignerMeetUp
A7	İzmir	METU	ETMK, TMMOB ETK
A8	İstanbul	Kadir Has University	ENTA
A9	İstanbul	Anadolu University	TMMOB ETK
A10	İstanbul	Kadir Has University	ENTA
A11	Ankara	TOBB University	ENTA
A12	Eskişehir	Anadolu University	ENTA
		Total:	12 Participants

Duration of the interviews showed a change between 30 minutes to an hour. During the interviews, the guideline helped me to cover all the questions. Also, responses of the participants to the questionnaire were used for reminding their answers.

All the interviews were audio recorded with the permission of interviewees. The interviewees were informed about process of the interview. Also, they were informed about privacy of the audio records. They were asked to sign a consent form before the interview (See Appendix A).

3.3. Analyzing the Interview

After conducting interviews with all the participants, the audio records of the participants were transcribed to prepare them for qualitative data analysis. In order to analyze transcribed data, "thematic analysis method" was used. As Matthews and Ross (2010) defined, thematic analysis method is a process used for identifying and interpreting important information by returning to raw data repeatedly. Raw data from interview should be analyzed several times to understand the relation with the whole context.

Collected data from qualitative analysis process were coded to create an initial list of raising themes which formed according to my understanding and interpretations. Then, I revised the list of themes considering their relevance with the aim of the study. The findings were organized around the main categories. Finally, quotations from codes were translated to English for the next phase. In the next chapter I will cover all the process in more detail.

3.3.1. Transcribing the Interview Data

The first stage of the data analysis process was transcribing the interviews. This process consists of verbatim transcription of the audio records of the interviews. Although transcribing the interviews is a time consuming process, it provides opportunity for getting familiar with the data and helps to start seeing full picture (Matthew & Rose, 2010).

In order to transcribe the audio records of the interviews, a free software called Express Scribe is used. Express Scribe allow me to that I could use Word to write transcription while I was listening the participants' audio records at the same time thanks to hotkey. Hotkeys provide opportunity to slow down or speed up the conversation, play or pause the record without shifting between Word and Express Scribe that allows me to catch the nuance and emotional overtones without interrupting the audio records.

Most of the transcriptions are made immediately after the interview session is done. It allowed me to recognize participant's expressions without forgetting them.

Bazeley (2013) states that transcription of the audio record should be close to real conversation as possible as to eliminate the risk of losing emotional overtones and nuance in the conversation. In order to catch expressions like nuances and emotional overtones while transcribing audio records, they were transcribed entirely.

3.3.2. Analysis Process

In the analysis process, it is important to develop a sense of whole data and explore the connection of data between each other. Bazeley (2013) describes a path to qualitative analysis that includes various measures to read and reflect, explore and play, code and connect, and review and refine the information gathered. In order to achieve that, I began the analysis by reading all the transcribed audio records. While reading the transcriptions, I tried to explore all covered issues and highlighted the critical points in the interviews.

To analyze the collected data, Atlas.ti software were used. Atlas.ti allowed me to store all highlighted quotations in an order. In addition, while coding the data, I used "memo" function to remind me notes for codes while writing the findings.

In the first step of the analysis process, I coded all the interviews data systematically. As Richards (2015) emphasized that, coding the interviews helped me to understand the patterns and explanations in the data. In addition to that, coding the data allowed me to explore similarities and differences between participants' answers.

3.4. Summary

In this chapter, I presented the design of this study which includes data collection and data analysis methods. Two types of methods used during the study which are questionnaire and semi-structured interview. In the first step, questionnaire was conducted among new generation industrial designers who are under 35 years old.

There were 112 participants of the questionnaire from different backgrounds. Collected data were analyzed to select participants for the next step of the research.

In the second stage of the research, semi structured interviews were conducted. Interviewees were selected by applying judgmental sampling methods with the help of Prof. Dr. Gülay Hasdoğan, advisor of this study. Semi structured interviews conducted among 12 participants who have a professional organization experience. All the interviews were conducted face to face or online. After collecting data from interviews, they were transcribed to text and coded analytically. Then, codes were categorized thematically. Most relevant ones were selected to present the findings of the study.

In the following stage, I will present the findings of both questionnaire and semi-structured interviews in details..

CHAPTER 4

FINDINGS

This chapter presents the analysis of gathered data through questionnaires and semi-structured interviews with 12 new generation industrial designers who have a professional organization experience and under 35 years old. To capture different experience of industrial designers on professional organization, participants were selected from different professional organization to render general situation in Turkey.

In this chapter, the findings of the gathered data will be presented under three main sections; general situation of industrial design in Turkey, Source of motivation to join a professional organization, motivation and expectation changes during membership. Before exploring the source of motivation to join professional organization, general situation of industrial design as a profession in Turkey will be examined in aspect of profession itself, education, career and industry to better understand what drives industrial designers to join a professional organization.

4.1. Industrial Design in Turkey

In the interviews, all the participants were asked about their career selection, career options and opinion about industrial design as a profession. Also, participants were requested to answer these questions by storifying the whole process from industrial design education to professional life. According to each participants' story, problems of the industrial design in Turkey were defined under four main titles which are; profession itself, education, career and relation with the industry.

The problems related to industrial design that the participants were encountered during their professional life differ depending on the context. In fact, according to the city that participants live, working experience and university that they graduated from, problems that they encountered show differences.

4.1.1. Profession Itself

As mentioned in the second section (See Section 2.1.), integration of the information and communication technologies into our life shaped the society in the last ten years. This resulted in rapid changes in working environment. New branches have been formed under industrial design by collaborating with other professions. While industrial design is encountering rapid shift in the world, the profession could not keep pace with these changes in Turkey.

Participants of the interview underlined two main problems related with profession itself; blurry boundaries of the profession and recognition of the profession.

4.1.1.1. Blurry Boundaries of the Profession

As mentioned above, participants were requested to answer the questions of the interview by storifying their experience to explore the problems of the industrial design in Turkey. Most of the participants is experiencing shifts in the profession in last ten years. One of the problems that I detected during the analysis of the data is that introduction of the new disciplines in industrial design as a result of collaboration with other professions caused indistinctness in terms of definition of the profession. In fact, there are no clear boundaries about description of the industrial design. As one of the participants mentioned during the interview, employers cannot get benefit from industrial designers effectively.

> [1] A4: (…) Especially UX (User Experience). Again, it seems to me that UX and UI (User Interface) are new fields just like industrial design, and they are not areas that people can define properly and they are not being practiced as they should be. Therefore, people cannot benefit from industrial designers as much as they can. But of course, that is my opinion.

Another problem related with the profession itself was that industrial design is not regulated by the state as a profession. The instance below demonstrates that there is no laws that protect industrial designers' rights as a result of not being recognized by the state in Turkey. This causes insecurity among industrial designers while they work with industry.

[2] A7: So, I'm tired of even explaining them [people from new generation]. At least I want a law behind me. I want to feel safe.

Indefinite definition of the profession causes uncertainty and insecure among industrial designers which resulted in decrease in the recognition of the profession among other actors who interact with industrial design.

4.1.1.2. Awareness about the Profession

According to answers to the interview, the other problem that participants encountered in their professional life is low recognition of the profession. Most of the participants mentioned that they have to explain what industrial designers do. As one of the participants mentioned that explaining the question what industrial designers do can be discouraging.

[3] A7: When talking about designers, I want to hear "These guys have a job like this". I'm not considering the aunts and uncles, but today, even the new generation is ignorant. Because our education system is "perfect". So, I'm tired of even explaining to them [people from new generation].

In addition to that, industrial designers feel disappointment when deserved value of the profession cannot be seen. One participant puts is as follows:

[4] A8: So does the current market. "Oh, let me do this, let me do that"… Actually, there is nothing that makes me very enthusiastic. I think it's because the profession [industrial design] doesn't get the value it deserves. Looks like it's because of this. I'm discouraged.

According to my findings in this section, until now, the problems that industrial designers encountered in terms of profession itself are:

- There is no clear definition of what industrial designers do. This creates uncertainty among industrial designers. Employers cannot get benefits from industrial designers effectively.
- Industrial design as a profession is not recognized by the state of Turkey. There is no law which protect industrial designers that causes insecurity.
- Industrial design as a profession is not known widely. This causes disappointment during their professional life.

4.1.2. Industrial Design Education

Participants of the interview were selected from various backgrounds. To make research diverse, participants were selected from 6 different universities that are Middle East Technical University, Anadolu University, Kadir Has University, Atılım University, and TOBB University of Economics and Technology. Participants from various universities provide data from different perspectives. Having different perspectives enables to explore industrial design education in Turkey. In the interview phase, participants were asked about problems that they encountered during their transition to professional life which consist of graduation and beginning of their career. During the interview, participants also mentioned problems about industrial design education in Turkey. There are some problems that most of the participants agreed upon which are; insufficient connection between universities and industry and industrial design departments does not meet the requirements of industry in terms of skills and outdated education.

According to participants' answers, after graduating from university, they defined their first job experience like a fish out of the water. In fact, most of the participants mentioned that they were surprised in their first professional life experience because of differences in design process of universities and the industry as illustrated below:

> [5] A4: The first difficulty I encountered was; the major difference between the idealistic approach at the university and the industrial design in the professional work. That was the biggest problem I had.

A number of interviewees mentioned that education in the field of industrial design is theoretical in universities. In fact, industrial designers experience whole design process for the first time in their first job experience:

> [6] A1: I really wanted to create something tangible. We studied theoretically for four years. They were all like; put up and search for something, and saying things like "I'm the god of it". "How are the projects that I design in a production or office environment become manufactured? How are those processes?" I wanted to experience them in the first-hand.

In addition to them, some of the interviewees stated that skills that are gained during the industrial design education do not meet the requirements of the industry. Industrial designers need to obtain new skills, such as programming, prototyping etc.:

> [7] A1: It is not enough what industrial designers have received in their four years of education. In addition, you can call it hobby or curiosity… It is not enough for UX to know basic design, design methods, or to have a bachelor's degree. You need to know html (coding language) on a very simple level, or you should know the integration of something.

Another interviewee talked about the problem that there is no enough group projects during their industrial design education. Insufficient number of group projects during their education resulted in problems related to communication between colleagues in their professional life. One participant puts is as follows:

> [8] A12: I can't say that we did too many group projects during our education. In fact, we only did one in my life. We did it in the first semester of the fourth grade. Therefore, I can't say that I had an educational life in which I share a lot with people.

As I mentioned above (See section 2.1.2.), changes in the working environment resulted in emergence of new disciplines in the field of industrial design, such as user experience design, user interface design, service design etc. One of the interviewees mentioned that industrial design education in universities are struggling to catch up with recent changes in the profession. In fact, they could not update their curricula according to the changes in the field of profession:

> [9] A11: In the last five years, I have seen lots of job posting which requires UX or UI designer. On the other hand, industrial design education in Turkey does not present enough education about these disciplines. Only a few selective courses. Of course, it is not enough.

As the problems listed above related with industrial design education, there is a gap between design education and the industry. During the analysis of gathered data, it is observed that universities do not meet the skill requirements of the industry. As most of the interviewees mentioned, industrial designers feel disappointment in their first job experience.

4.1.3. Work Environment

My interview analysis shows that industrial designers have some problems in terms of work-space, wages, working hours and location. Throughout industrial designers' education, contrary to tight schedule of companies, they used to work in an environment where they have more flexible working hours. Also, as I mentioned in literature review section (See section 2.1.2.1), design process in creative industries highly depend on ambiguity which requires flexibility in terms of working hours. One of the interviewees states that:

> [10] A5: In fact, in Turkey, how can I say? I'm going to make a terrible analogy… I'm likening workplaces to coops, and I'm hearing this from all the white collars and designers that; "We all have a break with the bell". They ring a bell and they let people take a break for 10 minutes, and then they go back to work inside.

Another problem that was mentioned during the interview is that long working hours. Although working hours is limited to 45 hours per week in Turkey with regulation, still, it seems a problem in some of the companies according to interviewees. One participant puts it as:

> [11] A7: Back there, I never thought professional life would be so intense. You work very hard, but you don't get the money you deserve. I didn't have weekends, and I was getting one third of my current salary and additionally I was in a basement.

As the account points out above, industrial designers think that they cannot get what they deserve in terms of wages. Another interviewee stated that he felt disappointment when he could not get the wage that he expected during his education. In addition to that, they thought that the average wage of an industrial designer is lower when compared to other professions.

> [12] A2: The salaries of our profession [industrial design] were not as high as I expected compared to other professions when I was a student. That was a bad thing. When I graduated, I had friends who could not get a minimum wage.

As the interviewees emphasized that when industrial designers cannot find what they want from working environment, they feel disappointed and find it discouraging. As a result of it, they tend to search for a new job where they can find appropriate working environment even they tend to have their own job. One of the participants stated:

> [13] A12: When I could not find what I want from a company, I started to look for an appropriate job. But, most of the jobs did not meet my requirements. Then, I decided to go for freelance which allows me to arrange my own working hours, even my working space by myself.

4.1.4. Professional Life

As I observed in data analysis, one of the most problematic areas in industrial design is career. Although, industrial design was seen as future job in 2000's, that future seems to be far from it. One of the most common problems that industrial designers encountered is that they need guidance about professional life after graduation. Throughout their education, industrial designers experience variety of industrial design disciplines like automotive design, furniture design etc. When they graduated from university, they struggle to choose which one is appropriate for them. At this point, they feel that they need to be under someone's guidance to choose their career path. Two of the interviewees stated:

> [14] A11: After I graduated from the university, I feel like fish out of the water. I designed furniture, automobile, medical equipment even mobile app during my education. But, at the beginning of my career, I could not decide that which one I should go for it. I feel like I wanted that someone who knows me well select which design discipline I am more appropriate for.

> [15] A7: Sure. I was a little lucky. I had one of my best friends with me and we had a big brother. He helped me a lot, he provided many examples, and I learned a lot from him. At the same time, working with Mr. [X] showed me a lot. Working with extra-wise people teaches you a lot. But otherwise you're like a fish out of water, and your design is a bit more than zero.

Besides this, industrial designers who decided which direction they choose among branches of industrial design, they have difficulties to find an appropriate job which cover the desired disciplines. After a long time without a job, they may tend to apply

jobs that they actually does not want to work to live on. This resulted in unhappiness and dissatisfaction at the beginning of their career.

Also, as most of the interviewees stated that industry in Turkey still is not on the desired level that can employ industrial designers. Production range is limited to specific sectors that do not provide enough career option to industrial designers. One interviewee put is as follows:

> [16] A8: And you can't do what you want to do. You can't practice the profession you want. After a while, the problem of subsistence appears. You say; "Let's get started". This happens to a lot of graduates. There are of course graduates who don't experience, I don't think there are too many options. There are always certain markets and certain focuses.

The other common problem that industrial designers experience during transition to professional life is that number of graduates from industrial design departments exceeds number of demanded industrial designers by industry. According to ÖSYM (2019), the number of industrial design departments in Turkey is 30 by the end of academic year of 2018-2019. In addition to that, almost 1000 industrial designers graduate from university in a year. Even if they graduated from university, industrial designers have to face with this problem. One of the interviewees stated:

> [17] A6: If we're talking about product design in particular, I don't think that the market needs a lot more product designers. Because every company has a certain capacity, a certain number of products are produced, developed, and released to the market every year.

As I mentioned above, recognition of industrial design by employers is another problem for industrial designers. Some of the participants stated that they struggled to explain their job description to their employer. Main concern is that employers have limited knowledge about what industrial designers do. Three of the interviewees mentioned their experience on this:

> [18] A7: Since he doesn't know what industrial design is, there is the logic of "You do it" by saying "You use a computer, you know how to read and write"… There is a group that is sure that the computers are doing the designs. For instance, they think you're pressing the button and the fridge

comes out. Actually, there are people who I can't explain the fact that design has some basic features.

[19] A5: Then there are a lot of job applications which are lasting for days, they are very painful. In most of the meetings I went, I have encountered employers who didn't know what industrial designers do. What s/he does? What is its business preferences? What should be the capacity of this person, what computer software should s/he know? Or what should be enough? For example, this person is an employer, or from human resources but s/he doesn't know what are the outputs of the computer software that industrial designers use.

[20] A6: But even such well-established companies don't know anything about in the industry. Yes, you know, they know many things about production, manufacturing, and their processes yes, but when it comes to industrial design, there is no knowledge, about the definition of the profession [industrial design]…

As this account illustrated that employer who have a limited knowledge about industrial design may not get benefit from industrial designers effectively. On industrial designers' perspective, this situation can create dissatisfaction for them.

4.2. Motivation toward Joining a Professional Organization

In the previous section, I have drawn an outline for problems of industrial design as a profession in Turkey. The reason for drawing attention to problems related to industrial design is that professional organizations play critical role for identifying the problems of the profession and take actions about them. In fact, they are mediums for gathering people who employ similar attitudes for similar subjects to share their experiences and knowledge, to overcome problems collectively.

Collective goals are not the only motivation source for joining a professional organizations. In fact, as I mentioned in the previous paragraph, professional organizations are the mediums for not only personal development, but also for realizing industrial designers' goals and missions in terms of professional development.

In this case, during the analysis (See section 3.2.2.), five professional organizations related to industrial design were mentioned. These organizations show divergence in terms of mission and vision of the organizations. These organizations are; Industrial Designers' Association (ENTA, Endüstriyel Tasarımcılar Derneği), Industrial Designers Society of Turkey (ETMK, Endüstriyel Tasarımcılar Meslek Kuruluşu), Chamber of Architects – Industrial Design Commission (TMMOB-ETK, Türk Mühendis ve Mimar Odaları Birliği, Endüstiyel Tasarım Komisyonu), DesignerMeetUp which is a community and Design Foundation (Tasarım Vakfı). Among 12 interviewees, 5 of them is a member of ENTA, 5 of them is a member of ETMK, in addition to these, 3 out of 5 ETMK members also is a member of ETK, 1 of them is from DesignerMeetUp and one of them was a member of Design Foundation.

According to the findings of the questionnaire, 76 out of 112 participants do not have any membership to a professional organization. However, when the question that "Do you plan to become a member of a professional organization related to industrial design in the future?" is asked to the participants who do not have any membership to a professional organization, 64 out of 76 participants chose the answer "yes" to this question. These statistics show that, there is considerable number of potential members that want to join a professional organization related to industrial design.

During the interview phase, participants were asked about their main motivation source for joining a professional organization. According to answers, there are two main sources which drive industrial designers to participate professional organizations. As I mentioned in the literature Review (See section 2.3), these sources can be categorized under two topics, namely public engagement motivation and private engagement motivation.

During the research phase, I also encountered another motivation source mentioned by Markova (2013) called "symbolic benefits" that drives individuals to identify themselves within a professional group that share the same manners with other people

in the profession. But, none of the participants stated symbolic benefits during the interviews.

In the next section, source of motivations to join a professional organization will be examined in detail.

4.2.1. Public Engagement Motivation

According to the results of interviews, most of the participants stated that their main motivation to join a professional organization is common goals that is "building a profession" that he or she cares about development of the profession. Professional organizations provide opportunity to gather people from same profession to defend the rights of the profession. As most of the interviewees mention during the interviews, professional organizations are the agents for working for collective goods which individual efforts are not sufficient for changing or overcoming a problem. One of the interviewees stated that:

> [21] A9: So, I think it would be good for me being a member in somewhere, to be with people who have similar concerns with me, both in a professional and personal sense… If I'm going to advocate for something I'm not alone, because it's easier to change things with two people. You can advocate something alone, but it makes sense if you can get that organization organized.

As mentioned in the example above, protecting the value of the profession collectively is one of the drivers that motivate industrial designers to join a professional organization. In addition to that, coming together with industrial designers who have same concerns and experiences, allow them to find solutions for problems related to the profession, collectively. One interviewee puts it as follows:

> [22] A4: You live with your colleagues in the same environment, for the same purposes. You live with people who try to achieve certain same goals. Both the problems and the good things are common. Therefore, while trying to reach a certain goal, I came into the organization because I thought it would be much more useful to come together on a common ground where they lived and where you lived, and try to find more solutions together rather than try to find solutions all by yourself. So, I can

say that I actually tried to take a role because I thought we could bring it together, not to do the collective action alone.

As shown in the example above, problems that industrial designers experience in their professional life, also drive them to take actions collectively. Also, when individuals' vision and mission about the profession match with the professional organizations', individuals tend to join the organization for achieving the goals collectively. One participant stated:

[23] A5: The main source of motivation is… Well, the reason why I was thinking first about the [Organization X] was that I went through these ways, I studied them. I saw what was what, what happened. I saw how people came unconscious, what happened, and I said; "There is something like that. And eventually, it wants to defend the professional rights. It tries to promote the profession [industrial design]. This is what its purpose." I said, "This can be helpful, We can continue this".

One of the interesting findings on motivation to join a professional organization, was that one interviewee stated that coming together with colleagues motivate him to join to the professional organization. As the interviewee puts it as follows:

[24] A10: What attracts me is to do something with the team. To put forward something with teamwork and then the people come and appreciate it. When [Organization X] is spoken in a place or when people say that works are done very well… It attracts me when the generation gap becomes diminish.

As mentioned in the previous section (See section, 2.1.2.3.), recognition of industrial design in Turkey is one of the most serious problems mentioned by the interviewees mostly. Two of the interviewees see joining a professional organization as an opportunity to increase the recognition of the profession.

[25] A8: The profession [industrial design] is unknown. You can explain, it's in your hands, but for how long? It's more reasonable to advance with mass situations and efforts rather than individual efforts. And eventually, I think there will be something going to a conclusion…

[26] A11: It's a classic. The fist aim of any professional or non-governmental organization is to make their profession being recognized. Especially,

when our profession wasn't recognized outside of creative industries… This was the first basic situation…

Some of the interviewees stated that lobbying on behalf of the profession is one of the sources of motivation towards joining a professional organization. Professional organizations are communities recognized by the state. To determine rights, laws and regulations, professional organizations are the key stakeholders. They provide opportunity to be collective voice to protect the right of the profession and be representative in front of the institutions. Two of the interviewees stated:

[27] A1: In the name of profession [industrial design]. In terms of establishment of the professional chamber of industrial designers, one of the main things that I support is it will lead to people to know about industrial design and industrial designers. Firstly, it could happen in the state. In other words, if the state knows, protects, and provides employment to a profession (…) first, an effort to exist, to acquire an identity, to possess a number of fundamental rights and freedoms…

[28] A2: Yes, my personal motivation is that my profession [industrial design] must have a minimum wage scale. The same aim is for people to come together and stand against the state for the problems of the profession.

This section, until now, has explained the aspect of public engagement motivation. According to the findings, the sources of public engagement motivations mentioned by the interviewees are:

- Professional organizations provide a platform that members of it can overcome problems related to industrial design as a community.
- People who have the same vision and mission on the profession can work for the goals as a community..
- Working with colleagues who are at the same age range, also motivates individuals.
- Taking collective action for increasing the awareness about the profession
- Lobbying power for determining laws, regulations and protecting the value of the profession.

4.2.2. Private Engagement Motivations

In this section, motivations that are driven by individual's expectancy will be covered according to the data from analysis of interviews. As mentioned in the Literature Review (See Section, 2.3.2.), private engagement motivations are determined by personal goals and missions on career advancement and self-improvement. These motivations are driven by economic, social and informational factors that individuals want to improve.

According to the findings in analysis process, professional organizations provide different opportunities to their members to help them on self-improvement. On the other hand, incentives that are provided by professional organizations also generate motivations on industrial designers to join in. These incentives can be categorized under 3 main titles; economic, social and informational.

In the next section, these three sources of motivation will be explored in more detail.

4.2.2.1. Economic Incentives

In the interviews, all participants were asked about economic incentives, such as job posting, internship opportunities, that are provided by professional organizations. Later on, if the answer of the participants was yes, they were asked about whether they get benefit from these incentives or not. Finally, they were requested to describe the process of economic incentives in their professional organization.

According to the interview data, most of the interviewees stated that some of the professional organizations do not provide economic incentives, directly. Instead of providing economic incentives, professional organizations provide networking opportunities in order for their members can create connections for further collaborations, internship or professional contract. One of the interviewees stated:

> [29] A8: I can see its reflections like this… Maybe I'm in this kind of idle process right now, in terms of career. Maybe I can draw a path for myself by using connections. When you establish a formation, it's possible to

contribute to the progress of the association thanks to the relationships within the organization we created during the association process.

As the example above illustrated, professional contacts that are obtained via professional organizations can create an opportunity for career advancement. Another interviewee stated that he found a job by a contact that he met in a professional organization. As an interesting statement, he mentioned:

[30] A2: I found my second job with the help of TETÖP. I met [X] who said "There is a matter in a company, would you like to be a part of?" So, I went there and started to work. I found it thanks to TETÖP. Organizations aren't employment agencies. Let this be recorded. Graduates have such a perspective. It doesn't matter whether it's [Organization X] or professional chamber. No non-governmental organization has a purpose like finding jobs or workers. So there's no purpose. Only employment and labor exchange agencies do that.

As shown in the example above, he thinks that economic incentives provided by professional organizations should not be one of the jobs of organizations. On the other hand, some of the interviewees think the opposite. Two of the interviewees put it as follows:

[31] A7: It is really hard to find a job as an industrial designer in Turkey. There is no proper medium that have job postings in it. It will be nice to see job posting in a platform that are hosted by professional organizations. They know us better than human resources departments in companies.

[32] A5: During my industrial design education, I struggled to find an internship. It would be nice to see internship post from professional organizations. That would really help.

As these quotes illustrated that, economic incentives in terms of job posting or internship are demanded by industrial designers to ease the process of getting job.

In the interview, some of the interviewees mentioned that the professional organizations share job postings and internship opportunities via e-mail groups which include members of the organization. Two interviewees stated:

[33] A10: There's a mail group of members. This is an organization that can take companies in as corporate members. To give announcements of recruitments and internships to the associations is a priority. From that

point, we share these announcements with our members first. Our members apply according to their qualifications. Whether they are accepted or not, it doesn't matter. However, we have more or less such kind of members from eight or nine institutional members. Other than that, in the past, we had a lot of announcements because we are associations. These were not only shared with members but also they were shared through social media.

[34] A1: There are job postings coming to use within the scope of association. We also share them in mail groups with our members. I think this system works successfully.

According to the interview data, although economic incentives are demanded by industrial designers from professional organizations, they are not seen as an important source of motivations by participants. Compared to other types of incentives, economical ones are the least mentioned drivers for motivation among industrial designers.

4.2.2.2. Social Incentives

Interview data also confirms that social incentives are one of the key sources of motivation to join a professional organizations. They indicated that they see professional organizations as an opportunity to form friendships, to catch up with peers and to share their experiences related with industrial design.

In the findings, there are four main sources of motivation in terms of social incentives; forming friendship, networking, being up-to-date about industrial design and opportunity to meet with veterans of the profession.

According to the findings, industrial designers join professional organizations to have a chance to meet with veterans in their field. Some of the interviewees indicated that, they can make contact with industrial designers who have been working in the field for a long time. They mentioned that, they are curious about veterans' experience through their career and they want to expand their professional knowledge by listening veterans' experiences. Two of the interviewees stated:

[35] A8: The biggest plus was probably the network. I would say that as the first plus. I had the opportunity to get to know veterans, academics, and valuable people in the industry. They were good experiences to have conversations about our profession and learned from them about our profession. I can tell you first.

[36] A1: Whether you're at METU Design Community (OTT), at TETÖP, at [Organization X], or at the [Organization X], you go to various events and meet a lot of people. You overrate people and say; "Wow, what a wow-ow person". Then next week, you see that person holding a glass of wine in an event. It's a utopic thing we dreamed of as students, but you can see it can happen.

As illustrated in the example above, new generation industrial designers have an opportunity to meet the names who they learned during their education or at the beginning of their career, through a professional organization.

Events that are organized by professional organizations provide opportunity not only to meet with veterans but also colleagues from different areas or background. Some of the interviewees indicated that these events are opportunities to catch other industrial designers up on latest news or advancement in the field in terms of the profession. They see these events as an up-date chance to their knowledge. Three of the interviewees indicated:

[37] A2: Even the gatherings among students in TETÖP was an activity in itself. I saw what the students of Marmara University learned, and they saw what we learned. These gatherings made us to get to know each other. They were beautiful because, before we only knew ourselves. Then, we have seen what the students from METU or ITU does. It was nice that TETÖP brings the people together in a friendly way. [Organization X] also has the same thing. It's just so nice of them to bring people together.

[38] A10: You go to the events, you come across a friend you haven't seen in a long time. All of a sudden you know what your friends are doing. I'm pretty much updating myself at the events.

[39] A8: You're organizing a workshop. For example, when we think of young designers, for instance, a person from university A and a person from university B see what the other one did in the workshop. For example, one works in the plastics industry, and the other one works in a different field. They see each other's work. They provide a different source, a motivation,

and maybe even ambition… I think even if it was small, it touches somewhere.

These accounts illustrated that while industrial designers meet with colleagues via events which are organized by professional organizations, they have a chance to update their professional knowledge. In addition, one interviewee stated that friendship from these events have a positive impact on their career in the long term. From these friendships, they have a chance to work or to collaborate with these people in the future as the next example shows:

[40] A11: We talk to all of them, those who come to that party and come and talk to us there. Of course we go and talk to people. We are trying to explain ourselves. There are not only the parties but also the workshops, and student meetings. Apart from that, there were also events such as cocktails and breakfasts that we called CEO's and designers to have collaboration with the industry. After these events, contacts in my phone book started to increase by 20 people. Network is growing. If that's what happens to me, I believe, it's happening to others as well. Although, it doesn't work in the short term, these are the activities that I think have great benefits both professionally and socially in the long term.

As the example illustrated, benefits of networking can be seen in the long term. These benefits can be finding a job.

In the next section, effects of informational incentives on motivation towards joining a professional organization will be explained in detail.

4.2.2.3. Informational Incentives

In the interview session, all participants were asked the question "is there any event like workshop, seminar or panel etc. organized by professional organization that you are a member of it?" Later on, if they participated these kind of events, participants were asked that "Do you think such activities are beneficial for the development of professional knowledge?"

According to interview data, most of the industrial designers indicated that informational incentives are one of the key sources of motivation towards joining a

professional organization. Among the answers, while some of the professional organizations organize workshops, panels, seminars, some of them also published a magazine related to industrial design.

The data collected from interviews confirm that informational incentives have impact on professional development of industrial designers. Interviewees indicated that they have an opportunity to develop their professional knowledge in terms of material, production methods, design process etc. by participating workshops. As two of the interviewees stated:

> [41] A7: At first, when I was in [Organization X], my biggest motivation was my professional development. Because, of course, which of us was able to attend 14 workshops after graduation? The workshops were coming to me. I got up in the morning and then there was a workshop in front of me. I attended, sat, and talked in every one of them. I have one-to-one communication with the teachers because I own an organization and I stay there. I'm really learning a lot. That's why that it was my motivation.

> [42] A12: When I was in the university, I was always interested in lighting design, but I never had a chance to make a project. I said; "I can do this with the association". We searched and said; "Why don't we organize a workshop on lighting design?" Then we received very positive feedbacks from the participants. This kind of activity seems to fill the gap. As the second quote illustrated that events like workshop, panels or seminars can be extracurricular activities that contribute to expand participants' professional knowledge related to industrial design.

In addition to this, as interviewees mentioned during the interview, these kind of events are opportunities to promote alternative ways of studying in industrial design discipline. By collaborating with other disciplines, participants have a chance to explore new disciplines in the field of industrial design. As mentioned in literature review (See section 2.1.2.), changing environment of industrial design enable it to collaborate with other disciplines that resulted in forming of new branches in industrial design, such as user experience design, service design or emotion design etc. Two of the interviewees pointed out this with these words:

[43] A6: If there's an alternative design way in [Organization X], then for me, after graduation, [Organization X] actually became a source of how could be, where it could be, and how should I find it.

[44] A12: The design for the association was the promotion of alternative design ways. We wanted to find these alternative paths, and we wanted to get the designers to go that far. If this was technology, social issues, or others… We also wanted to do this by collaborating with other disciplines.

As these quotes indicated, informational events that involved collaboration with other disciplines help participants to gain new perspectives that result in broadening the vision of industrial designers. According to the interview data, there is another way to explore new perspectives via informational incentives. As mentioned in social incentives, meeting with experienced industrial designers also helps new generation industrial designers to broaden their perspective in terms of industrial design. Learning from experienced industrial designers have a significant effect on professional development. One of the interviewees stated:

[45] A9: Of course, there are things that are effective. For example, after the Organization X's last year event, people wrote to us. This helped me to get very brief information on the profession, because we made a talk with people who had less than 10 years of experience. One of them was working on UX, the other one founded and closed his/her company, and another one was the founder of some company. It was the knowledge of working fields of people from different professions. Of course, according to someone who is more experienced, these information was common and ordinary, but for us it was like "Look, s/he is equivalent to me".

As this account mentioned, while learning from experts in the field of industrial design, new generation of industrial designers have a chance to compare themselves with experienced industrial designers.

This section, covered what motivates new generation of industrial designers to join a professional organization. According to the findings, there are two types of drivers that motivate designers to join an organization; public engagement motivations and private motivations. While public engagement motivations motivate industrial designers in terms of working for collective goods for industrial design, private

engagement motivations are the drivers for achieving personal goals and mission in terms of economic, social and informational.

According to the interview data, although public engagement motivation seems working for public good, individuals can get benefit from it. In fact, development of the profession have effects on improving working environment of industrial designers.

In the next section, I will explore changes in motivation during the membership related to industrial designers and professional organizations.

4.3. Changes in Motivation during the Membership

In this section, I will explore motivational changes during the membership and the reason for changes. Motivational changes are explained via applying Vroom's expectancy theory.

During the interview, interviewees were asked the question "has there been any change in your motivation about the professional organization during your membership?" They were requested to answer this question by storifying the situation to explore the possible causes of changes in their motivation. In addition, they were also asked about their expectations while joining a professional organization and changes in their expectations from the professional organization. As I mentioned in literature review (See section, 2.3), expectancy of participants has a direct effect on their motivations.

In the findings, interviewees stated changes in their motivation after joining a professional organization. They mentioned that situations that they observed during the membership resulted in changes in their motivation, positively or negatively. According to interview data, these changes depend on three main factors; personal reasons, organizational reasons, organizational culture.

In the later sections, I will explore the reason of motivational changes regarding these three main factors.

4.3.1. Personal Reasons

According to the interview data, some of the interviewees mentioned that level of their motivation had changed because of personal reasons during their membership. These changes can have positive or negative direction according to achieving or failure in their expectancy.

In the interview data, interviewees mentioned that making an effort towards their professional organization can be time consuming sometimes. In fact, working in a professional organization is a volunteer job, and participants need to spend extra time to professional organization that they are a member in, as an additional work apart from their actual occupations. Some situations in their life can be resulted in changes in their motivation. As three of the interviewees stated:

> [46] A2: I normally work in the factory. I am in Istanbul but I live and work in Sancaktepe. Going to Kadıköy for a simple signature was a serious problem for me as treasurer or anyone… You need to go there for trinkets during business hours. Even if I drive there, my day is wasted. It was very troubling. So, I couldn't get the benefits that I wanted.

> [47] A8: I wanted to work on my own, that was the reason that I quit. Now that there is a little… Because I think that there was a necessity of a little change. I wanted a new administration, new people to come and join so they could continue that work. I wanted the things weren't single-handed. So, I left. It was also covering a lot of my time, I couldn't work on my own. I intended to make time for myself. That's why I left.

> [48] A9: So, there is an accustomed way of doing things, but is it our work habit? This is something else, we need to look and evaluate it from another perspective. When we transfer this directly here, we made inefficient meetings for long hours. I mean, I really don't remember how many hours I had Skype meetings when I was in the Organisation X. That was a waste of time when you take an active role.

As these examples indicated, members of the professional organization have to spare time to work for the organization. It can be tiring for the members in some part of their life that resulted in decrease in motivation. In addition, this problem can be result of

lack of capacity building actions, that organizations may struggles distribute roles effectively, or resulted of lack of volunteers.

On the other hand, achieving their goals or unexpected positive outcomes can effect members' motivation positively. In the interview data, working for a professional organization can help industrial designers to their personal development in terms of social skills or time management. As they recognized their personal development, the motivation of the members increases. Two of the interviewees put it as follows:

> [49] A7: It made me look professional by communicating with people. Now, even if I go to a meeting, I use the voice tone and language I learned. I use it in a seminar or in a speech. In fact, I believe, our profession is based upon communication. I think these developments positively affect my motivation.

> [50] A11: The issue of time had been a problem for me during my educational life. I also thought if I would have dealt with the association I would be overwhelmed. But as I was trying to devote time to both work and association, I found out that this time aspect of me was gradually improving. As a matter of fact, the association has ceased to be a bit of a bother.

As the accounts illustrated, being a member of a professional organization provides opportunity to improve not only professional development but also personal skills like talking in front of crowd or time management.

Another finding that affects industrial designers' motivation is that if the effort spent towards achieving the goal of the organization resulted in unexpected success, it leads to increase in motivation. As in the Vroom's expectancy theory, if the members' desired results on the goal exceed the belief on result of the effort toward the goal, it creates the feeling of success which directly effects on motivation. As one of the interviewees mentioned:

> [51] A4: What motivates us it that it doesn't start in an expected way… Didn't expect is not a very accurate expression but… Even if things that we don't expect will be some activities that has achieved their purposes enough. We are motivated by them when we see people's reactions and their participation in these activities above a certain level. When there is more

participation than we anticipate and when participants say things to our faces, we are motivated.

[52] A12: Well, in the first years of the association, it was the student meeting in Ankara that convinced me of this. In our first year, we organized a student meeting in Ankara and we all made predictions on the number of participation. Generally, we estimated that if 150 people come it would be good, if 200 come it would be very good. Next day, total of 450 people came to the meeting. Even the bags we prepared for the participants were not enough.

In the interview data, one of the interviewees mentioned that, being a member of an organization gives you a statue among colleagues. Reactions that come from colleagues about membership can be categorized under symbolic benefits of professional organizations that motivate members to continue his/her membership. One puts it as follows:

[53] A1: I got reactions from people around me. While [Organization X] was like my home, was something like a continuation of school, I started to get reactions like; "You don't have a professional chamber. Are you the president of the Ankara branch?" Those reactions were nice like; "How lovely, you're social and you care as well". These were things I didn't calculate.

This section examined personal factors that affect members' level of motivations. According to the interview data, meeting the personal expectations is a key factor for increase in level of motivation. In addition, unexpected results of the members' action can also affect members' motivation. Besides these, having no time to make an effort for professional organization because of their professional life or personal life, causes decrease in motivation.

In the next section, effects of organizational factors that resulted in changes in the level of motivation will be explored.

4.3.2. Organization related Reasons

In the interview session, participants were asked about their expectations from the professional organization and asked about the capabilities of professional organization on members' expectations. In the findings, interviewees stated that professional

organizations related to industrial design in Turkey are managed by small group of industrial designers. According to the interviewees, the reason for being managed by a small group is that working for a professional organization is a volunteer work and industrial designers do not prefer to join a professional organization.

According to interview data, management of professional organizations by small groups resulted in inefficiency. After a point, members start to concern about the progress of the organization. Two of the interviewees stated:

> [54] A8: The importance of the added-value provided by design… But it seems to me that we can't get the results. You put a lot of effort into it. Actually, this is the reason why motivation falls flat. Yes, it gained a momentum in 4 years and it reached a certain level. Certain things have been done and continue to be done on a regular basis but not being able to get proper results on these… That's what I would say has reduced my motivation.

> [55] A1: I was in the management to comfort myself, because of my conscience. Anyway, I would go on and I believe things won't change. Right now, I'm not overwhelmed and I'm not saying "It won't do a thing". But I don't know, I don't think we have made much progress in the 2-4 years in which I was a participant in the administration. It looks like we're roasting in our own oil. Blind and deaf welcome each other.

As the accounts indicated, members' effort on the progression of the organization remains inconclusive at some point. This resulted in decrease in motivation as the interviewees mentioned.

At this point, capabilities of the organization is also an important factor for realization of members' expectations. One interviewee puts it as follow:

> [56] A8: I didn't leave [Organization X]. I resigned from [Company X]. I was also counted left from [Organization X]. It was actually fun working for the foundation. Because at work you are constantly doing new projects. You're doing research. There are many sources with high added-value that are not be utilized in Turkey because of the lack of vision. Their development is very vital indeed. The facilities provided by [Organization X] made it possible.

According to the example above, resources that are provided by professional organizations have an impact on the realization of members' expectancy. Activities of the professional organizations requires budget, proper environment to work for, and right people to work with. To achieve this, capacity building activities have a huge importance for professional organization to realize their larger goals and meet their members' expectations in terms of resources, network and connections. Resources that are provided by the organization enable members to work for professional organization in terms of its vision and mission. As an opposite example, one of the interviewees stated:

> [57] A12: There are a lot of ideas that come to mind at meetings. Then, when we ask budget from the treasurer, we realize that we actually have no money. We're founding the project on a beautiful basis, we talk "It would be great if it was like that and so on", but sometimes the facts hits us hard. Obviously, at some points, it's a bit discouraging but what can you do? This time we start working to find that money, a constant challenge.

As these two opposite examples illustrated, capabilities of the organization in terms of resources that they can provide, have a determining effect on the motivation of members to work for realization of their expectations.

According to the interview data, another fact that affect motivation changes in professional organization is the structure of the organization. In fact, interviewees indicated that experiences on the way of managing a professional organization, level of expertise and organizational structure can change members' level of motivation, positively or negatively. One interviewee mentioned that changes in the management level of the organization can cause changes in direction of the organization which resulted in changes of mission and vision of the organization. One puts it as follows:

> [58] A4: Because in [Organization X], the administration is a structure that changes in two-year terms, some variations appear. I know that there are administrations that provide this periodically and there are also some administrations that focus on other things periodically. As a result, as I said, everyone has a way of doing things even in the same situations. In this process, I realize more and more that my expectations won't be realized with every new administration.

[59] A9: Since I have been involved in the organization from the beginning of its foundation, I can say that we have shaped it as an organization. We continue to work in the same way with the first 20 people who found the organization. Afterwards, new paths were founded through the new associations of new people. Now, it will become and shape something quite different.

As the account above shows, changes in vision and mission of the organization with changes in management can cause mismatch with some of the members' expectancy that result in decrease in motivation level.

In the findings, some of the interviewees mentioned that hierarchy in the management level of professional organizations causes members to have problems in expressing an opinion or their opinion takes no notice by managers in the organization. Two of the interviewees mentioned:

[60] A5: Now, there is something that has been established many years ago. It has different periods and different administrations. But, there is such a thing that it is ossified and it's difficult and in some cases almost impossible to break it. No matter what you do, if you're a newly graduate and if those people are your teachers, if you're in a student-teacher relationship… It's becomes something like; you never grow up in your parents' eyes…

According to interview data, providing an equal opportunity that members can express their opinion freely is one of the main factors to form a participatory environment in the organization. Otherwise, as two examples above shows, this can be discouraging for members that resulted in decrease in motivation.

On the other hand, flat organizational structure provides equal opportunity to all members to expressing their ideas or opinions freely. This makes members feel important in the organizational structure. One of the interviewee indicated:

[61] A8: Until now, there hasn't been a very visible hierarchical system. There are some visible faces. What you see in [Organization X] are the people you know. This happens in almost every organization. But there is no hierarchy inside. This situation offers a more participatory environment.

Another finding is that expertise level of people in management of professional organization is an important factor for managing the organization and interaction between members. According to interview data, low level of expertise related to industrial design and managing community keep organization from institutionalization. Some of the interviewees stated that institutionalization of a professional organization provide more effective environment and healthy communication among members. Two of the interviewees mentioned:

> [62] A6: [Organization X] was for students; for students and newly graduates. Back then, because we were still students, we didn't know much about the [industrial design] profession. It was fun for that group of people, and because we didn't have any experience it was also experimental. I said we didn't have any experience because, we didn't experience of profession or community management. Everything happened in a very experimental way. They were based on much more personal relations, such as; group mechanisms and arrangements. This was also prevented progress.

> [63] A8: I think, the thing that needs to be changed is that the team needs to be supported by more experienced people. Experience in communicating with schools and students are sufficient, but a little more experience is needed in the communication with government and companies.

According to findings, institutionalization provides organizations more efficiency in terms of workflow and communication, because distribution of roles among members is determined and the way of communication is clearer.

This section examined factors that change members' level of motivation related to organizational reasons. According to the findings, organizational factors include structure of the organization, way of managing the organization, level of expertise in management level, capabilities of the organization, and progression of the organization in direction of vision and mission. In the interview data, most of the interviewees expressed their concerns related to organizational factors. As the findings indicate that professional organizations related to industrial design in Turkey have some problems in their structures that causes decrease in members' level of motivation. In fact, as mentioned above, problems in the organizational structure

which are experienced by members show limited capabilities of professional organizations.

In the next section, I will explore the factors that change members' level of motivation related to organizational culture.

4.3.3. Organizational Culture related Reasons

Organizational culture is described as the underlying beliefs, assumptions, values an d interaction methods that add to an organization's distinctive social and psychologic al setting. According to the interview data, organizational culture is an important factor for continuity of membership to a professional organization. In fact, having organizational culture in an organization provides common language among members and determines the direction of the organization in terms of vision and mission. Interviewees mentioned that having organizational culture leads to subordinations between members and belief that professional organizations defend. One puts it as follows:

> [64] A8: As I mentioned before, if you can have a part in the formation, if your ideas are valued by others… And that was really a volunteer-based thing and it developed with common ideas of participants. That's why it created a commitment.

As the interview data illustrated, lack of organizational culture in professional organizations causes problems related to the way of communication among members. Interviewees mentioned their concerns about not having a common ground even in small problems. Two interviewees stated:

> [65] A4: I've already mentioned the source of motivation. People forget their common goals and impose their own way of doing business; that's the main reason for losing my motivation. These are all about organizational culture. The thing that breaks motivation is that I don't know if it's called people's egos or their personal way of doing things but, the unnecessary discussions of how a job should be done according to the individuals.

> [66] A8: There is a constant criticism in our country. You do a volunteer job, a result appears. The first sentence from people is; "Good, but why didn't

you do that?" We can do it but don't complain. Maybe I didn't get a support or a connection from you. This is like a huge tree. It's like a tree that needs to be branched and snagged. You know, I need those connections. It's something like; everyone has something to say.

As the account shows that not having organizational culture causes problems about taking common action with members. This resulted in inefficiency that causes decrease in members' level of motivation.

In the interviews, participants mentioned about differences between levels of members' effort made for shared belief. Two of the interviewees mentioned:

[67] A5: In fact, I think there are serious problems in communication. Because for example, even among branches, the branch management team consists of five and I'm actively communicating with three of them. One of them is not responding to emails and messages. I mean this isn't right. I think being an admin in an NGO and brag about it isn't enough. You need to do something; you need to put your hand under the stone.

[68] A4: As the time is very limited in the plenary committees, it isn't easy to express certain problems. Even after expressing the problems, people's solutions come not that easily, because of the time limitation. An election conducted and I saw things that could not be expressed and discussed. The problem is that the people do them on the basis of visibility and they also don't spend too much time on them. This doesn't always lead to the conclusion that people meet and solve problems together in limited times.

As the accounts above show that, level of effort among members is an important factor affecting members' motivation. Differences in level of effort hinder actions towards the goal of professional organization. This situation causes disturbance among members that causes decrease in members' level of motivation.

According to the interview data, lack of organizational culture in professional organization causes that aim of the actions do not have the same direction with beliefs of the organization. Some of the interviewees stated that aim of the events that are organized by the organizations should be parallel to vision and mission of the organization. Inconsistency between these two factors makes the actions of the organization blurry. Two of the interviewees mentioned:

[69] A3: Participating a workshop is ridiculous to just go as you meet. People already have met with each other. If possible, more goal-oriented, more value-oriented something can be built. Maybe in a way that matches the association's goals. Otherwise, there is no development.

[70] A11: It seems that we are having trouble with the purpose of the events. It's like something's missing. In fact, it seems to be the result of not setting a goal for events.

This section examined the importance of organizational culture for members' level of motivation related to continuity of the organization. As the interview data show, lack of organization culture causes inconsistency between actions and missions of the organization. This also affects the way of communication between members, negatively. In addition, creation of organizational culture is important for members' continuity to membership to professional organization.

4.4. Summary

This chapter presented the analysis of the data obtained from 12 semi-structured interviews with new generation industrial designers who have professional organization experience. As I mentioned in the Methodology chapter, interview data consists of three parts. In the first part of the interview, participants were asked about their career choice and general situation of industrial design as a profession in Turkey. Later on, they were asked questions about their professional organization participation process and their motivation towards joining a professional organization. Finally, questions about the factor that causes change in members' level of motivation in professional organization, positively or negatively.

Participants of the interview session were selected from 5 different professional organizations. To obtain variety of data, interviewees are chosen from also different cities and universities that they graduated from. Although, participants have different backgrounds from each other, the problems that they mentioned about industrial design in Turkey were common. According to findings, problems of industrial design as a profession in Turkey were explored under four main topics. These topics are

profession itself, industrial design education, career and relation with industry of the profession (See Section 4.1.1). As mentioned by most of the interviewees, most common problem that is encountered by industrial designers is recognition of the profession. During their education and professional life, industrial designers struggle to work with people who do not know industrial design. As interviewees mentioned during the interviews, industrial designers find low recognition of the profession discouraging. Another problem that they have experienced is that insufficient connection between universities and industry. This causes problem in industrial designers' transition to professional life. Most of the interviewees mentioned that the profession that they studied in the university is different from that is employed in industry. Also, they found education in university in terms of industrial design outdated.

In the second phase of the interview questions, participants were requested to tell their stories about their professional organization participation processes. One of the interesting facts about participants was that 10 out of 12 interviewees have participated university clubs related to industrial design. As mentioned in Literature review (See Section 3.3.1), motivation of new generation industrial designers towards joining a professional organization are explored under 3 categories: Public engagement motivation, private engagement motivation and symbolic benefits.

Public engagement motivations are source of motivation that collective goods for development of the profession motivate participants for collective action. In the findings, most of the participants mentioned that they joined professional organization for taking collective action to problems that they faced. In fact, professional organizations provide industrial designers a ground to overcome problems, collectively. In addition to that, industrial designers stated that they joined the professional organization to increase the awareness about the profession.

According to findings, economical, social and informational incentives that are provided by professional organization can also be a source of motivation for industrial

designers. Among these three types of incentives, social and informational incentives are more effective source of motivation than economical ones. Most of the interviewees mentioned that networking opportunities provided by professional organizations are important occasions to meet with experts in the profession and share their experience with colleagues. Workshops, panels or seminars organized by professional organizations also have a significant effect on industrial designers' motivation towards joining a professional organization. Although, problems related with finding a job as an industrial designer are common, economical incentives were least spoken one among private engagement motivations.

In the last part of the data analysis, positive and negative factors that cause changes in members' level of motivation were explored. According to findings, reasons for motivation changes inspected under three section; Personal reasons, organization related reasons and organizational culture related reasons. In the analysis of interview data, most encountered factors for motivation change are organization related factors and not having organizational culture in professional organizations. According to interviewees, problems in structure of the organization and not having common ground among members are the most common factor that causes changes in motivation. Problems in structure of the organization cause inefficiency on action of the organization. Also, common belief and language affects members' loyalty to professional organization. Having a direction towards mission and vision of the organization leads industrial designers to take action collectively.

This chapter of the thesis has explained findings of the semi-structured interviews in detail. The next chapter will introduce and discuss the main conclusion of the thesis.

CHAPTER 5

CONCLUSIONS

This chapter presents the summary of the thesis, main conclusions, discussion on limitations and further research possibilities. Firstly, this chapter explains the research with research questions and their answers. Then, main conclusion of the thesis will be inspected by comparing with literature research and findings from the analysis of the interview section. Later on, discussion on limitations of the research that encountered during the study will be presented. Finally, possible future studies on this topic will be presented.

5.1. Overview of the Study

In the thesis, first, background information of the research was presented to provide better understanding within the scope of the thesis. Changes in the society with technological developments and their reflection on work envrionment were presented. Also, historical process of industrial design as a profession in Turkey was stated, briefly. Then, the roles of the professional organizations as one of the stakeholders of the profession were presented. Problem definition, aim, scope and research question of the thesis were presented and the gap in the literature about the topic of the thesis were indicated.

Following the introduction, the literature review was presented. Main focus points of the research; understanding the overall situation related to industrial design as a profession in Turkey, professional organizations related to industrial design in Turkey and exploring the new generation of industrial designers' motivation towards joining a professional organization were explored from various sources from the literature to provide better understanding on the given subject. Later on, types of motivation to join a professional organization explained according to Mark Hager's (2014) study. To

discuss the changes in the level of motivation, Vroom's expectancy theory explored in this chapter. However, because there are a few sources from literature in the field of industrial design, sources from different fields were reviewed, such as creative industries, organizational psychology, and sociology.

In the next chapter, design of the research was explained. To explore the motivation of the new generation industrial designers towards joining a professional organization, qualitative research methods were adopted to the research. An online questionnaire was conducted among new generation industrial designers to select appropriate candidates for semi-structured interviews. 12 semi-structured interviews were conducted among new generation of industrial designers who have professional organization experiences and are below 35 years old.

In the fourth chapter of the thesis, new generation of industrial designers' point of view on general situation of industrial design as a profession in Turkey, their motivation to join professional organization, and, last, reason of changes in industrial designers' level of motivation in the professional organization were presented according to analysis of the interviews.

Finally, in the last chapter of the thesis, three main conclusions of the study are presented.

5.2. Main Conclusions

This thesis investigates the drivers that motivate or demotivate new generation of industrial designers on professional organizations related to industrial design while joining the organization and during the membership by considering the overall situation of industrial design as a profession in Turkey.

To identify the role of professional organization in the field of industrial design in Turkey, detection of problems of the profession is the key factor. Literature review and findings of interview analysis showed that one of the main problem of industrial design is recognition of the profession among stakeholders of the field. As two

important members among stakeholders of the field, industrial designers who have progressive perspective because of design education and SME's owners who have more conservative perspective have a gap in terms of culture (Ilhan & Er, 2016). In fact, SMEs are the dominant actors in the industry in Turkey, and industry does not understand fully the advantages of industrial design. Thus, industrial designers are struggling to find a job as an industrial designer in the industry. While conservative SMEs have hierarchical structure of organization, new generation of industrial designers prone to work within a flat structure of organization which provides equal opportunities members of the body without titles. As mentioned in the literature review, members of the network society prefer work in more collaborative environment (Martin, 2005; Strauss & Howe, 1991).

In addition to that, increasing number of industrial design departments in universities causes excessive number of graduates in the field of industrial design which have limited number of open job position in Turkey. Thus, this oversupply of industrial designers decrease the wages of the profession and creates competition among industrial designers (Ilhan & Er, 2016). According to findings, industrial designers do not have a choice to work on a field that they want. This resulted in dissatisfaction in their professional life and they turn towards other professions to earn desired wages. On the other hand, developments in information and communication technologies which lead to changes in society provide various communication tools that people can communicate or reach information easily. These developments provide professions opportunity to collaborate with each other which resulted in emergence of new disciplines in the field of industrial design, such as user experience design, service design etc. This means that industrial designers have more options to work on. However, universities have not included education about these new disciplines in their curricula.

The literature revealed that professional organizations provide solidarity among members of the profession and they draw a normative framework for practices in the field of profession (Rusaw, 1995). According to findings, professional organizations

play critical role for filling the gap between stakeholders of the profession as a 3rd party actor. Professional organizations are communities that provide opportunity to their members to work for development of the profession collectively. In addition, incentives that are provided by organizations help members to develop themselves in terms of economic, social and professional knowledge. In this thesis, to identify the motivation of industrial designers towards professional organization participation, Mark Hager's categorization was adopted to the study. These are public engagement motivations that motivate towards work for collective good in the field of profession and private engagement motivations that motivate people to gain benefits from the organization.

The findings of the thesis reveals that, industrial designers prefer to join a professional organization to work for development of industrial design in terms of promotion of industrial design, protecting their rights and defining the framework of the profession. One of the significant public engagement motivations for industrial designers to is that, professional organizations bring the members of the field under a community where they can work for collective good. The problems that industrial designers encountered during their professional life motivate them to overcome these problems collectively.

In addition to working for developing the profession, networking opportunities also motivate industrial designers to join professional organization. As we live in network society, professional organizations play critical role for socializing among members of the profession. According to the findings of the thesis, experience sharing and meeting experts in the field of industrial design motivates industrial designers to participate a professional organization, as also mentioned by Markova (2013)

Another important findings of the thesis is that, motivations of the new generation industrial designers show changes during the membership. These changes can be affected by personal reasons or organizational reasons. Expectations of industrial designers from professional organizations play critical role for changes in motivation

of them. As mentioned in the literature, possibility of realization of expectancy creates motivation. According to capabilities of professional organizations, motivations of industrial designers can be affected positively or negatively. In fact, expectancies of members related to industrial design which can be achieved by collective action has a determining effect on the motivation.

Resources that are provided by professional organizations are important factors for achieving their goals and reaching larger goals. As a finding of the thesis, capacity building is neglected by professional industrial design organizations. Continuous effort for finding funds, network and connection helps professional organization to expand their effectiveness and provides driving force to reach larger goals. Larger goals increase the motivation of the new generation industrial designers because, larger goal means larger rewards for them.

According to the findings of the thesis, problems related to structure of the organization and lack of organizational culture causes decrease in motivation of members. According to findings, new generation of industrial designers prefer to work within the organization which has a flat structure of the organization. Because they work in the organization as a volunteer in their spare time and they demand equal opportunities among members in terms of right to speak. Also, not having organizational culture causes problems for creation of common language among members. Therefore, organizational culture has a determining effect in terms of vision and mission of the professional organization. In other words, organizational culture determines the direction of the organization towards desired goals that members of the organization go for it. Lack of organization culture can causes problems among members in terms of the way of reaching the goal of the organization which conduce to decrease in members' level of motivations. On the other hand, having organizational culture leads increase in loyalty of members which increase the chance for continuity of membership.

Another interesting finding that is encountered was that 10 out of 12 participants have a student club experiences in their education. Experiences on student clubs can affect industrial designers' decision on professional organization participation. During the membership in a student club, students can experience the feeling of "being a community". The idea of being a community can motivate students to join a professional organization after their graduations.

Within the scope of the thesis, one of the most important findings is that motivation of the new generation industrial designers is determined by two aspect; personal aspect and organizational aspect. In the next section, these two aspects which has a determining effects on motivation will be explored in details.

5.2.1. Personal Aspects of Motivation

The first main conclusion of the research is that personal expectancies, experiences and goals has a determining effects on new generation industrial designers' motivation. As literature indicated that joining a professional organization is a personal action that is driven by personal reason. The reasons can be for collective action or they can be for personal interests. Drivers that leads an industrial designer to join a professional organization can be called "motivation". In addition to that, after joining a professional organization, industrial designers' level of motivation can change according to their experiences. In this section, personal aspects of motivation will be explored deeply.

As mentioned in literature and analysis of the interviews, public and private engagement motivations can be personal reasons to join a professional organization. As literature suggested that, these can be social, economic or informational reasons. These motivations take shapes according to industrial designers' expectancy from professional organization.

In the participation process of an industrial designer to a professional organization, their experiences on the field of industrial design has an important impact on taking shape of their expectancies. According to importance of their expectancies, industrial

designers' level of motivation is determined to join a professional organization. According to Vroom's expectancy theory, if the outcome of industrial designers' expectancies is rewardable enough, they tend to join a professional organization.

According to findings, networking opportunities provided by professional organizations are also another important personal aspect of motivation. As the literature indicated that, although new generation, Y'ers, has an individualistic approach, they tend to work in collaborative environment. Forming friendship, recreational activities can be listed under new generation's willing. Thus, networking opportunities motivate new generation of industrial designers to join professional organization to meet with their colleagues. Networking activities provides industrial designers to stay update about the latest developments in the field of industrial design and learning from their peers.

After participation to a professional organization, industrial designers' level of motivation can be changed, positively or negatively, according to personal reasons. Outcomes of their effort in the organization determine the level of motivation. As I mentioned above, if benefits of the outcome is not rewardable enough, motivation of the person decreases. Unexpected successes for their efforts also can leads to increase in motivation.

5.2.2. Organizational Aspects of Motivation

In addition to personal aspects on motivation, organizational aspects also have an impact on new generation industrial designers. By mean that, successes and problems of the organization can affect people's motivation, positively or negatively. While personal aspect of motivation affects mostly at participation process of industrial designers, organizational aspects of motivation are an effective factor for motivational changes during the membership.

Professional organizations are medium for industrial designers to realize their expectancies related to industrial design. Opportunities that professional organizations provide, enable industrial designers to reach their goal with help of their colleagues.

But, while industrial designers are making effort for collective actions, they demand equal opportunities and right to speak. For this reason, hierarchical structure of the organizations can cause decrease in new generation industrial designers. As the literature research and finding of the interviews suggested that, new generation industrial designers prefer to work in an organization which has a decentralized decision mechanism that leads to empower their members in terms of decision taking. Participation in decision making is an important factor that increase the new generation industrial designers' motivation.

Another important factor in organizational aspect is organizational culture that affects new generation industrial designers' motivation. As Beyer and Trice (1987) stated that having an organizational culture within the body of professional organizations enables the creation of common language between members and provides a ground that members can gather around common interests. Having common language and ground enable members work with each other more effectively and provide direction towards the goal of the organization in terms of vision and mission of the professional organization. On the other hand, lack of organizational culture within the body of professional organizations causes problems related to communication between members and results in inefficiency on their effort. Organizational culture leads to that members internalize the goal of the organization that formed by members. Thus, they can work together effectively. In fact, organization culture provides direction that members can follow through the mission of the organization.

As a result, motivations of new generation industrial designers can be formed or changed according to personal or organizational aspects. Result of changes in working environment with network society can be observed also in the way of professional organization managements. Through this shift in society, professional organization should adopt themselves to new society according to desires of new generation to continue their existence.

5.3. Limitation of the Research

As I mentioned in the previous chapters, semi-structured interviews were chosen to be used as data collection method. Although, there were small challenges in this research, there is relatively more significant challenges that I encountered during the research. To achieve the aim of the research, there were some selection criteria among participants of semi-structured interviews. According to selection criteria, there were small group of industrial designers who have also professional organization experiences. As I am a member of a professional organization, I had a chance to meet most of them who have professional organization experience relatively close to my age. During the interviews, participants sometimes assumed that I know the topic that they talked about. Although, I informed them about explaining the topic extensively, some detail might me lost during the interviews.

Another challenge was that there are only two professional organization related to industrial design that continue their existence. Sometimes, data from the interviews could suffer from repetition since most of the participants from same professional organization. So, these challenges in the small group cause limitations for the research.

5.4. Recommendations for Further Studies

The focus of the thesis is to explore new generation industrial designers' sources of motivation towards professional organizations while considering the general situation of industrial design in Turkey. To do so, 12 semi-structured interviews were conducted with industrial designers who are under 35 years old and have a professional organization experience. However, most of the participants take charge in management level of the organization. So, motivations of members who do not have any duty in management level can show some differences because of distribution of roles. Conducting semi structured interviews with members who do not have a role in management level for furthers studies can provide additional perspective to better understand the motivation of new generation industrial designers.

Last, to understand how professional organizations are managed, observation of meetings within the organization with members in long term can provide additional information about motivation of new generation industrial designers. As one of the significant findings of the thesis, observing the communication of members in organizations' usual meetings provide insight about motivations of the member.

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APPENDICES

A. INFORMED CONSENT FORM (TURKISH)

Araştırmacı:

Taha Celal YILDIRIM

Yüksek Lisans, Endüstri Ürünleri Tasarımı Orta Doğu Teknik Üniversitesi

Tez Konusu:

Yeni Jenerasyon Endüstriyel Tasarımcıların Tasarım Odaklı Organizasyonlara Karşı Motivasyon ve Beklentilerinin Araştırılması

Çalışmanın Amacı

Çalışmanın amacı, tasarım odaklı organizasyonların artan sayısıyla beraber yeni jenerasyon endüstriyel tasarımcıların örgütlenmeye karşı motivasyon ve beklentilerinin araştırarak, değişen ekonomik koşullar göz önüne alınarak, çalışma alışkanlıklarının ve meslekten beklentilerinin araştırılması. Araştırma da metodoloji olarak röportaj kullanılacaktır.

Araştırma Yöntemi

Araştırmacı isimleri belirtilen derneklerden seçilen gönüllü kurucu/yönetici ve katılımcı kişilerle görüşme yapılacaktır. Bu görüşmeler esnasında ses kaydı alınacaktır ancak ses kayıtları analiz edilerek anonimleştirildikten sonra yalnızca bu yüksek lisans tezinde ve akademik amaçlı yayınlarda kullanılacaktır. Bunların dışında başka amaçlarla kullanılmayacak olup, araştırmacı dışında kişilerle paylaşılmayacaktır. Elde edilen bilgiler kullanılırken katılımcıların kimlikleri ve verdikleri bilgiler (kurum, firma, isim vb.) gizli tutulacak, kişilerin verdikleri bilgilerle kimliklerinin eşleştirilmemesine özen gösterilecektir. Görüşmelerin yeri ve zamanı katılımcı ve araştırmacı tarafından, katılımcıların uygun olduğu gün ve saatler göz önünde

bulundurularak belirlenecektir. Görüşmelerin uzunluğu katılımcının ayırabileceği zamana göre ayarlanacak, ancak tahmini olarak 30 dakika-1 saat arasında sürecektir.

Bu çalışmaya katılmak tamamen gönüllülük esasına dayanmaktadır.Bu formu okuyup onaylamanız, araştırmayı kabul ettiğiniz anlamına gelecektir. Ancak, çalışmaya katılmama veya katıldıktan sonra herhangi bir anda alışmayı bırakma hakkına da sahipsiniz. Çalışmaya katılmayı kabul ettiğiniz takdirde izin formunu karşılıklı olarak imzalayacağız ve birer kopyasını saklayacağız. Bu çalışmadan elde edilecek bilgiler tamamen araştırma amacı ile kullanılacak olup kişisel bilgileriniz gizli tutulacaktır. Bu araştırma Orta Doğu Teknik Üniversitesi Endüstri Ürünleri Tasarımı bölümünde yürütülmekte olan bir yüksek lisans tezi kapsamındadır. Araştırma süresince herhangi bir şikeyetiniz olursa, bu çalışmanın danışmanı olan Prof. Dr. Gülay Hasdoğan ile iletişime geçebilirsiniz. İletişim bilgilerini aşağıda bulabilirsiniz. Zaman ayırdığınız için teşekkür ederim.

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Katılımcı İzin Formu

Yukarıda yer alan ve araştırmadan önce verilmesi gereken bilgileri okudum ve çalışmanın kapsamını ve amacını, gönüllü olarak üzerime düşen sorumlulukları anladım. Çalışma hakkında yazılı ve sözlü açıklama aşağıda adı belirtilen araştırmacı tarafından yapıldı. Görüşmeler sırasında alınan ses kayıtları ancak anonimleştirildikten sonra ve yalnızca bu yüksek lisans tezinde ve akademik amaçlı yayınlarda kullanılacak.Bunların dışında, katılımcının yazılı izni olmadan başka hiç bir amaç için kullanılmayacak ve araştırmacı ve tarafım dışında kimsenin orjinal kayıtlara erişimi olmayacak. Kimliğim ve verdiğim tüm bilgiler gizli tutulacak ve

belirli anonimleştirme süreçleri doğrultusunda tarafımla eşleştirilemez ve ilişkilendirilemez hale getirilecek. Bu koşullarda söz konusu araştırmaya kendi isteğimle katılmayı kabul ediyorum.

Katılımcının Adı Soyadı Tarih Katılımcının İmzası Araştırmacının Adı Soyadı Tarih Katılımcının İmzası

Taha Celal YILDIRIM

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B. INFORMED CONSENT FORM (ENGLISH)

Researcher:

Taha Celal YILDIRIM

Master of Science, Industrial Design, Middle East Technical University

Thesis Subject:

Understanding the Motivations and Expectancies of New Generation Industrial Designers towards Professional Organizations Related to Industrial Design

Purpose of the Study

With the increasing number of design-oriented organizations, the aim of the study is to investigate the motivations and expectations of new generation industrial designers towards professional organizations, with considerations of working habits and expectations from the industrial design profession.

Method of the Study

Interviews will be used in the data collection process of the study. They will be held with volunteers selected from profession organizations related to industrial design. During these interviews, audio recordings will be taken. Once they are analyzed and anonymized, they will only be used in this master's thesis and in academic publications. They will not be used for other purposes and will not be shared with people other than researcher. While using the obtained information, the identities of the participants and their information (institutions, companies, names, etc.) will be kept confidential and it will be paid attention not to match the identities with their information. The location and the time of the interviews will be determined by the participant and the researcher, taking into account days and times the participants are eligible. The length of the interviews will be adjusted according to the time the participant is able to dismiss, but it will last between 30 minutes and an hour.

Participation in this study is entirely voluntary. By reading and confirming this form, you agree to participate in the study. However, you have the right to not participate in the study or to give up any time after you join. If you agree to participate in the study, we will sign the authorization form mutually and keep a copy of it. The information obtained from this study will be used for research purposes and your personal information will be kept confidential. This study is a part of a graduate thesis under the direction of Middle East Technical University department of Industrial Design. If you have any complaints during the course of the study, please contact Prof. Dr. Gülay Hasdoğan. You can find contact information below. Thank you for your time.

Taha Celal YILDIRIM (Graduate Student)

tahacelal@gmail.com

0535 747 70 70

Thesis Advisor:

Prof. Dr. Gülay Hasdoğan

hasdogan@metu.edu.tr

I have read the information given above, which should be given before the research, and I have understood the scope and purpose of the study and I have also understood the responsibility on me as a volunteer. Written and oral explanations about the study were made by the researcher named below. Voice recordings taken during the interviews will only be used after anonymization and only in this master's thesis and in academic publications. Apart from these, it will not be used for any other purpose without the written consent of the participant, and no one other than the researcher and myself will have access to the original records. All information I and my ID will be kept confidential and cannot be paired and associated with me in the direction of certain anonymization processes. I agree to voluntarily participate in the research under these circumstances.

Participant’s Name and Surname Date

Participant’s Signature

Researcher’s Name and Surname Date

Researcher’s Signature

C. ONLINE QUESTIONNAIRE FORM (TURKISH)

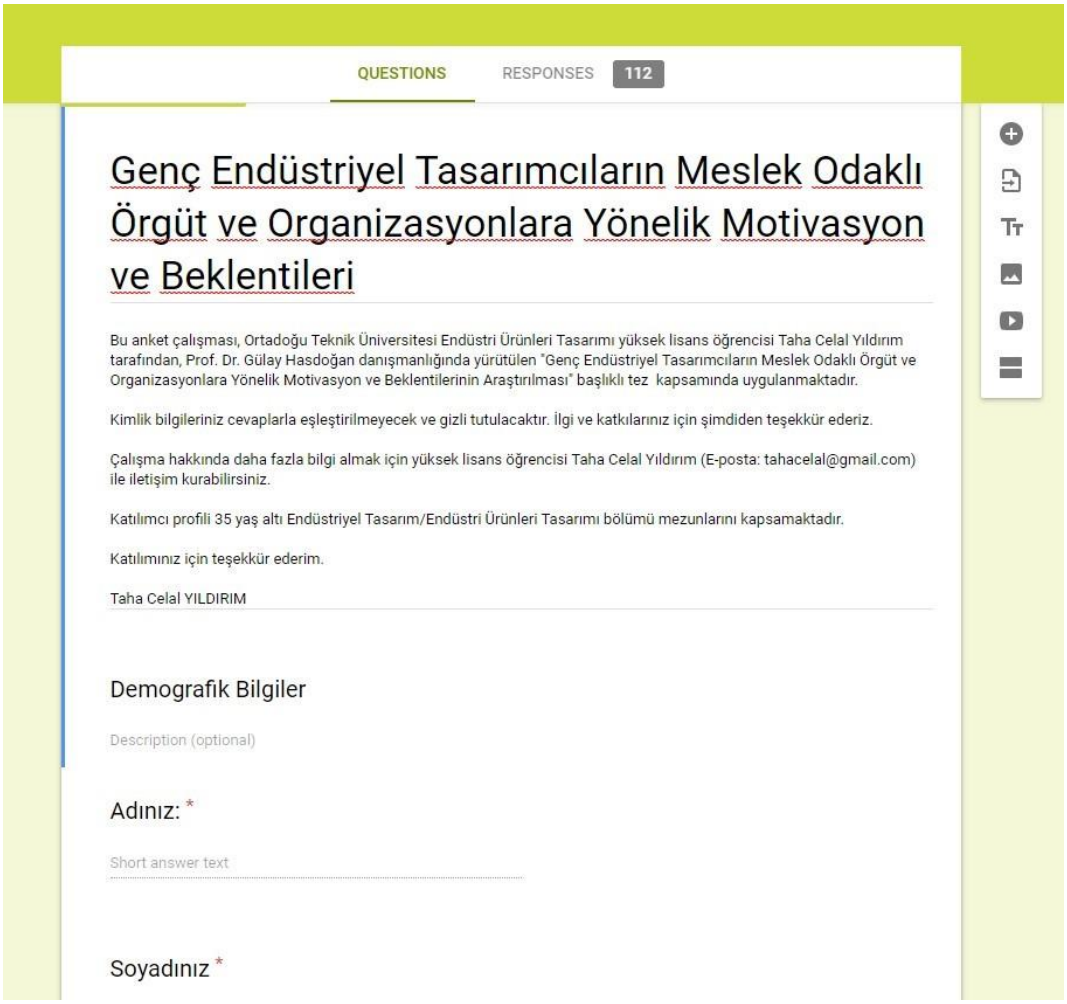


Figure F.1. Online Questionnaire Form (Part 1)

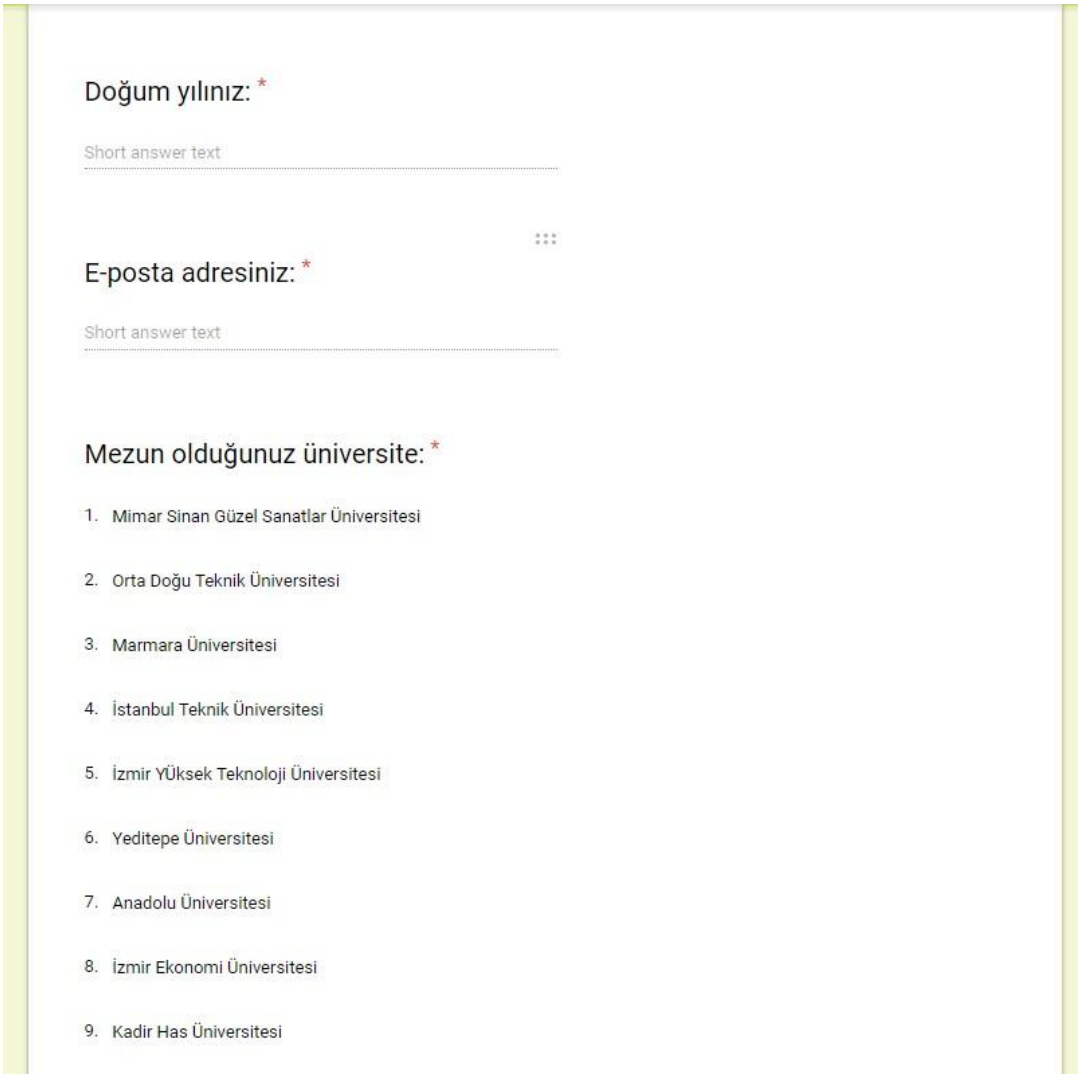


Figure F.2. Online Questionnaire Form (Part 2)

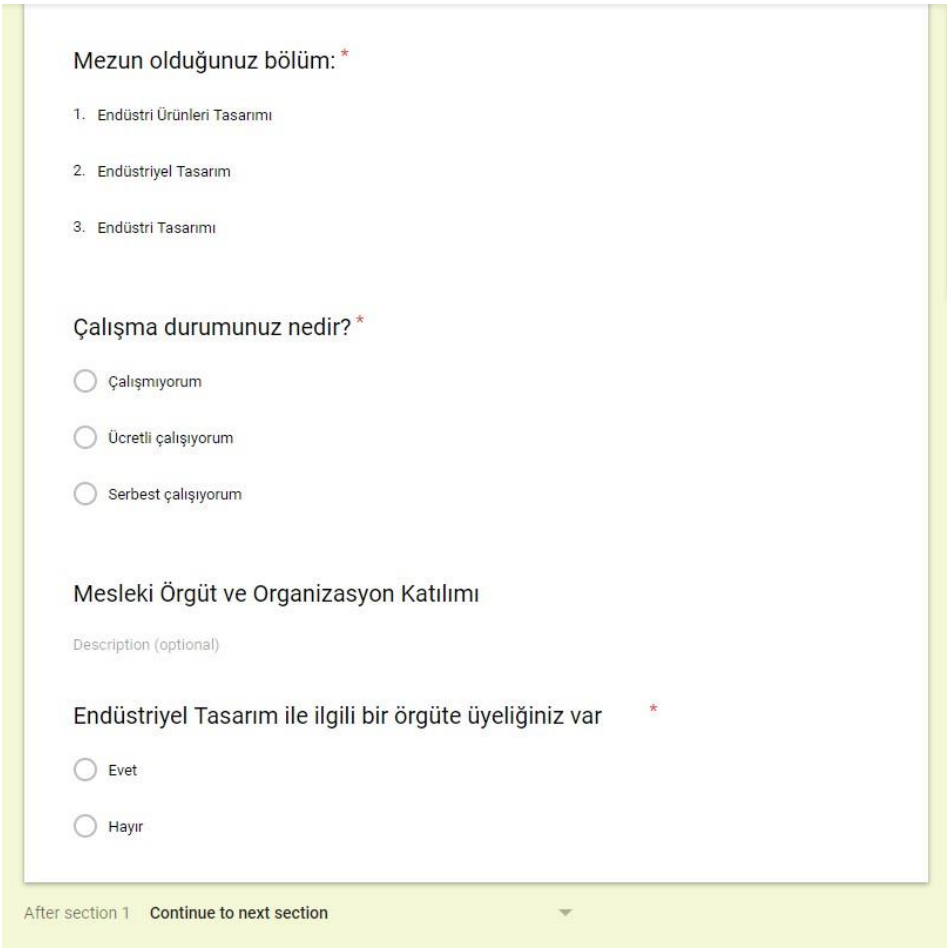


Figure F.3. Online Questionnaire Form (Part 3)

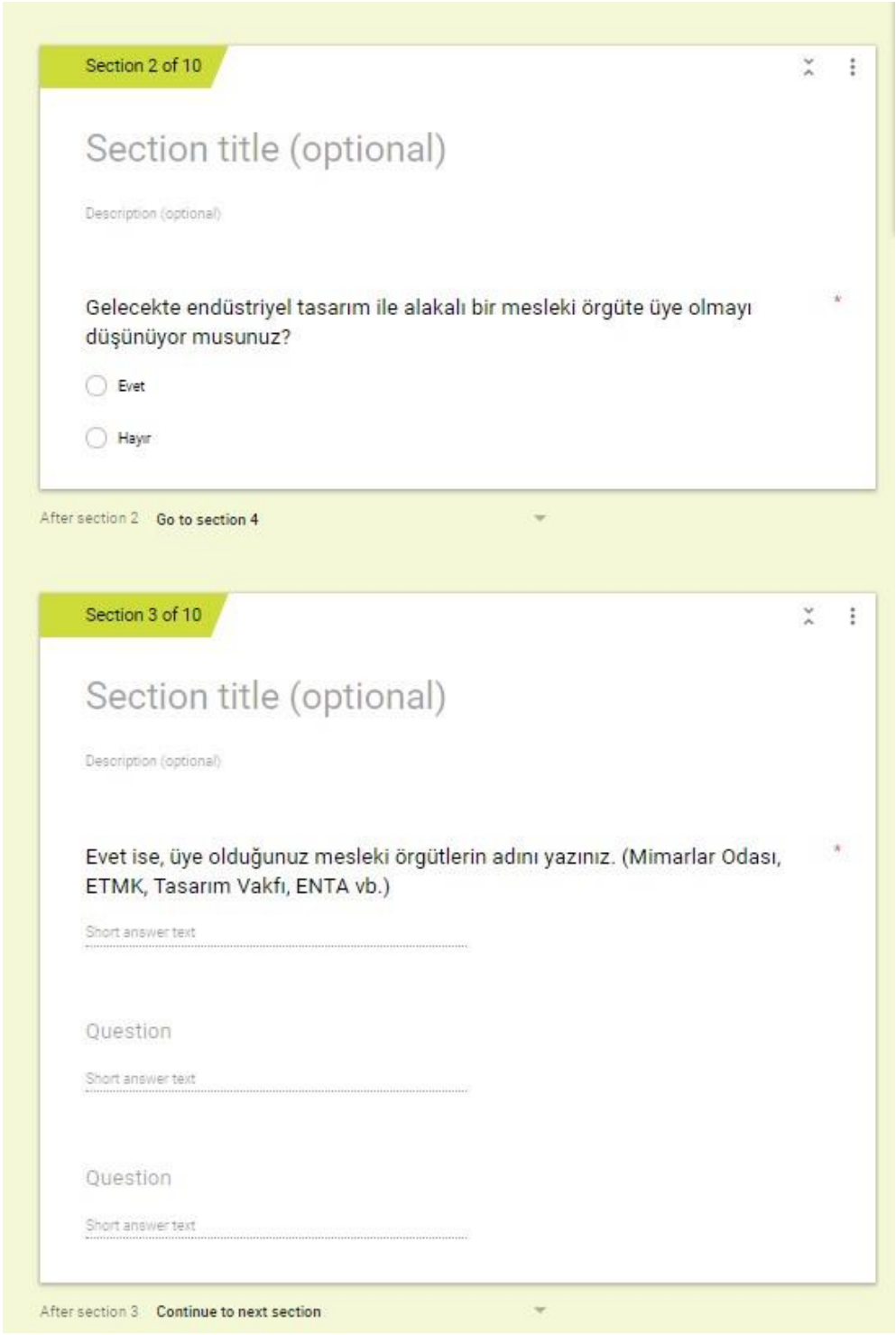


Figure F.4. Online Questionnaire Form (Part 4)

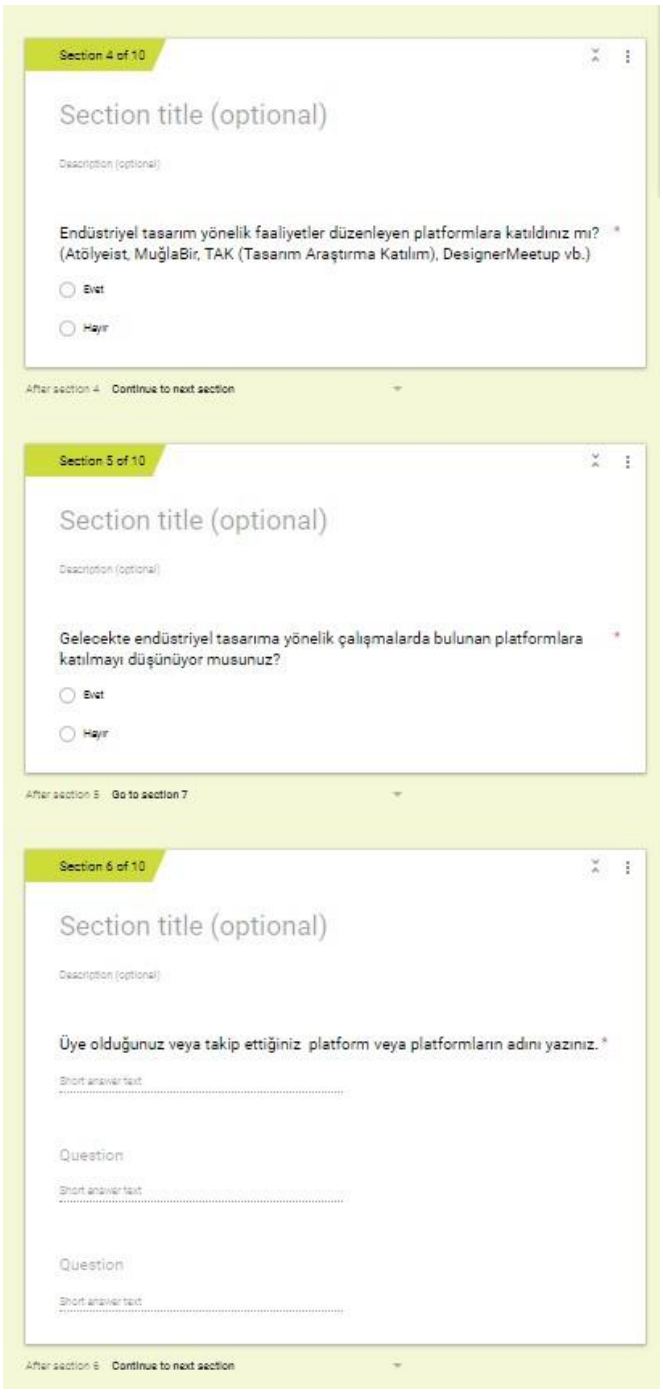


Figure F.5. Online Questionnaire Form (Part 5)

Figure F.6. Online Questionnaire Form (Part 6)

D. INTERVIEW GUIDE (TURKISH)

Endüstriyel Tasarım

- Endüstriyel tasarım mesleğini seçmenizdeki nedenler nelerdir?
- Profesyonel hayata geçişte yaşadığınız zorluklar var mıydı? Biraz bahsedebilir misiniz?
- Türkiye özelinde tasarımcının kariyer olanakları hakkında ne düşünüyorsunuz?
    - Endüstriyel tasarımcının önünde ne gibi seçenekler var?
    - Yeterli iş olanakları mevcut mu?

Kariyer:

- Kariyer hedeflerine ulaşmak için önemli gördüğün noktalar nelerdir? Açıklayabilir misiniz?
- Kariyer hedefleriniz zaman içinde değişti mi? Bu değişimlerin nedeni neydi?
- Eğitim hayatından profesyonel hayata geçişte rehberliğe ihtiyaç duyuyor musunuz? Neden?

Mesleki Örgüt:

- Ne zamandır bu derneğin/organizasyonun içerisindesiniz?
- Dernekten/Organizasyondan nasıl haberdar oldunuz?
- Geçmişte benzer amaçlı derneklere/organizasyonlara katılmış mıydınız? Evet ise karşılaştırabilir misiniz? Ayrıldıysanız ayrılma nedeniniz nedir?
- Katıldığınız bu organizasyonun hedefleri ve vizyonlarını tanımlayabilir misiniz?
    - Derneğin hedefi ve vizyonuyla sizin düşüncelerinizin örtüştüğünü düşünüyor musunuz?
    - Bu bir bağlılık yaratıyor mu?

- Derneğin/Organizasyonun faaliyetleri arasında sizin için en ilgi çekici olan hangisiydi? Neden?
- Dernek faaliyetlerinde görev alıyor musunuz? Hangi konumda çalıştınız?
- Dernekte/organizasyonda fikirlerinizin açık bir şekilde tartışabiliyor musunuz? Örnekleyebilir misiniz?

Motivasyon ve Beklenti:

- Organizasyonda katılımcı olarak yer almadaki temel motivasyonunuz nedir?

  Ekonomik
  - Size staj, iş imkanı veya freelance gibi olanaklar sağlıyor mu?
  - Bu imkanlardan yararlandığınız veya yararlanmayı düşündüğünüz var mı? Nasıl?

  Sosyal:
  - Üyelerin arasındaki iletişimi sağlayacak bir kanal var mı? Efektif olarak kullanılıyor mu?
  - Üyesi olduğunuz dernek/organizasyon tarafından düzenlenen networking etkinlikleri var mı? Varsa, bu etkinliklere katılıyor musunuz?
  - Bu etkinliklerden kurduğunuz bağlantılarla iş hayatınızda iletişimizi koruyor musunuz?

  Mesleki gelişim:
  - Üyesi olduğunuz dernek/organizasyonun konferans seminer veya çalıştay gibi etkinliklerine katılıyor musunuz?

- Bu tarz etkinliklerin mesleki bilgi gelişimine faydalı olduğunu düşünüyor musunuz?
- Süreç içerisinde motivasyonunuz değişti mi? Neden?
- Katılım gösterdiğiniz organizasyondan beklentileriniz nelerdir?
- Bu beklentilerinizin dernek/organizasyon tarafından karşılanabileceğini düşünüyor musunuz? Nasıl?
- Bu beklentiler doğrultusunda yapacağınız faaliyetlerin geridönüşlerinin olumlu olacağını düşünüyor musunuz?
- Süreç içinde beklentileriniz değişti mi? Neden?
- Üyesi olduğunuz dernekten ayrılmayı düşündüğünüzde profesyonel kariyerinizin etkileneceğini düşünüyor musunuz?
- Organizasyonun içerisinde iletişim yönetim gibi konularda değişmesini istediğiniz yöntemler var mı? Neden?
- Son olarak dernek hakkında belirtmek istediğiniz öneri ve görüşleriniz var mı?

E. INTERVIEW GUIDE (ENGLISH)

Industrial Design

- What are the reasons behind choosing industrail design as a profession?
- Is there any problems that you encountered during professional life transition? Can you explain?
- Do you know that what kind of options dou you have as an industrial designer in terms of job in Turkey?
- What do you think about employement options in the field of industrial design in Turkey?

Career

- What are the important points that you consider to reach your career goal? Can you explain?
- Is there any changes in terms of your career goals?
    - What are the reasons that change your career goals?
- Did you need any guidance through your professional life transition? Why?

Professional Organization

- How long have you been in this organization?
- How did you become aware of the organization?
- Have you participate similar organization in terms of mission of the organization in the past?
    - If the answer yes, Can you compare them?
    - If you left the organization, what are the reasons?
- Can you define the vision and mission of the organization that you participated in?
    - Do you think that your aims and the vision and mission of the organization match?
    - If the answer yes, Does it leads to loyalty to organization that you are member in it?

- Which was most interesting to you among activites of the organization? Why?
- Are you involved in any activites of the organization?
    - If the answer yes, in which position did you work?
- Can you discuss your ideas clearly in the association / organization? Can you give an example about it?

Motivation and Expectancies

- What is your main motivation to participate in the organization as a member?

Economical:

- Does the organization provide you any internship, job opportunities or freelance?
- Do you take any advantage of these opportunities or do you intend to benefit? How?

Social:

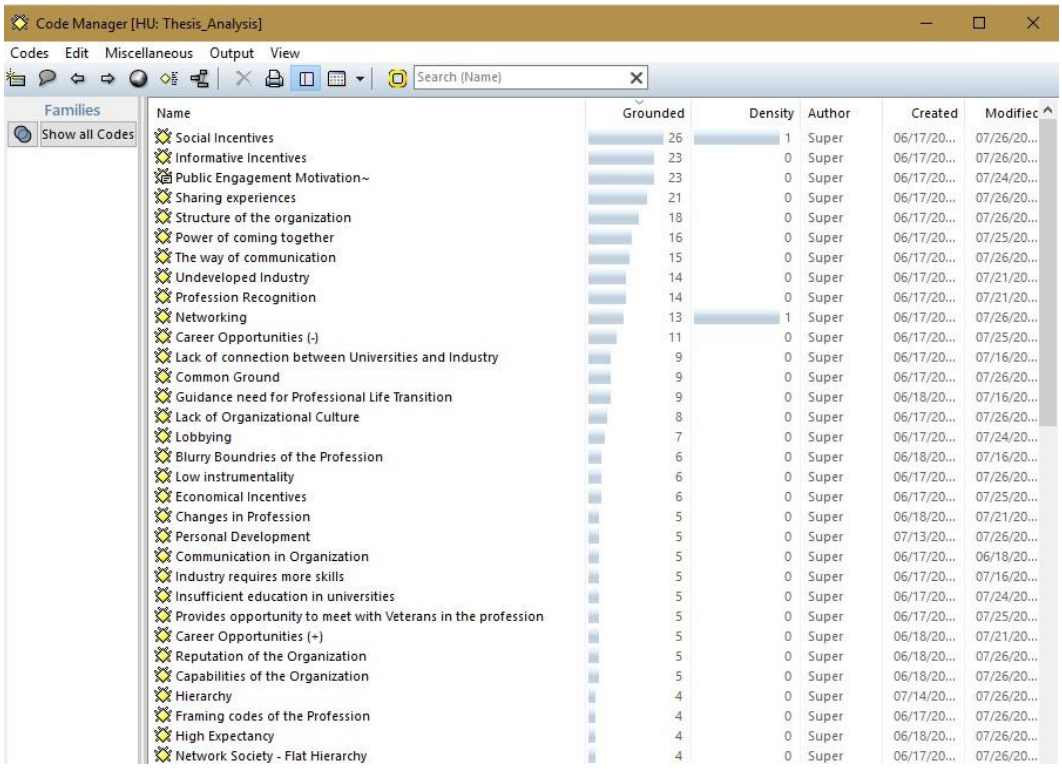
- Is there a communication channel between the members of organization? If so, is it use effectively?
- Are there any networking events organized by the organization you are a member of? If so, do you participate to them?
- Do you maintain communication in your work life through the connections you establish in these events?

Informational**:**

- Do you participate in activities such as; conferences, seminars or workshops of the organization you are a member of?
- Do you think such activities are beneficial for the development of professional development?
- Has your motivation changed during the process? If so, why?
- What are your expectations from the organization you are a member of?

- Do you think these expectations can be met by the organization? How?
- Do you think the feedback of your activities will be positive in line with these expectations?
- Have your expectations changed during the process? If so, why?
- Do you think if you intend to leave the organization it will affect your professional career?
- Are there any methods in the organization that you would like to change in matters such as communication management? If so, why?
- Finally, do you have any suggestions and opinions about the organization?

F. CODING



Name	Grounded	Density	Author	Created	Modifiec
Social Incentives	26	1	Super	06/17/20...	07/26/20...
Informative Incentives	23	0	Super	06/17/20...	07/26/20...
Public Engagement Motivation~	23	0	Super	06/17/20...	07/24/20...
Sharing experiences	21	0	Super	06/17/20...	07/26/20...
Structure of the organization	18	0	Super	06/17/20...	07/26/20...
Power of coming together	16	0	Super	06/17/20...	07/25/20...
The way of communication	15	0	Super	06/17/20...	07/26/20...
Undeveloped Industry	14	0	Super	06/17/20...	07/21/20...
Profession Recognition	14	0	Super	06/17/20...	07/21/20...
Networking	13	1	Super	06/17/20...	07/26/20...
Career Opportunities (-)	11	0	Super	06/17/20...	07/25/20...
Lack of connection between Universities and Industry	9	0	Super	06/17/20...	07/16/20...
Common Ground	9	0	Super	06/17/20...	07/26/20...
Guidance need for Professional Life Transition	9	0	Super	06/18/20...	07/16/20...
Lack of Organizational Culture	8	0	Super	06/17/20...	07/26/20...
Lobbying	7	0	Super	06/17/20...	07/24/20...
Blurry Boundries of the Profession	6	0	Super	06/18/20...	07/16/20...
Low instrumentality	6	0	Super	06/17/20...	07/26/20...
Economical Incentives	6	0	Super	06/17/20...	07/25/20...
Changes in Profession	5	0	Super	06/18/20...	07/21/20...
Personal Development	5	0	Super	07/13/20...	07/26/20...
Communication in Organization	5	0	Super	06/17/20...	06/18/20...
Industry requires more skills	5	0	Super	06/17/20...	07/16/20...
Insufficient education in universities	5	0	Super	06/17/20...	07/24/20...
Provides opportunity to meet with Veterans in the profession	5	0	Super	06/17/20...	07/25/20...
Career Opportunities (+)	5	0	Super	06/18/20...	07/21/20...
Reputation of the Organization	5	0	Super	06/18/20...	07/26/20...
Capabilities of the Organization	5	0	Super	06/18/20...	07/26/20...
Hierarchy	4	0	Super	07/14/20...	07/26/20...
Framing codes of the Profession	4	0	Super	06/17/20...	07/26/20...
High Expectancy	4	0	Super	06/18/20...	07/26/20...
Network Society - Flat Hierarchy	4	0	Super	06/17/20...	07/26/20...

Figure F.7. Atlas.ti Analysis Program (Coding Example)

G. QUOTATIONS AND CONVERSATIONS (TURKISH)

[1] A4: Özellikle UX in. Yine UX ve UI olarak da endüstriyel tasarım gibi yeni bir alan ve insanların çok iyi bir şekilde tanımlayabildiği ve teoride olması gereken şekliyle uygulandığı bir alan değil gibi geliyor bana. Dolayısıyla endüstriyel tasarımcılardan yararlanabilecekleri kadar yararlanamıyorlar. Bu benim görüşüm tabi.

[2] A7: En azında bir şöyle yasalar olsun arkamda istiyorum. Kendimi güvende hissedeyim istiyorum.

[3] A7: Tasarımcı dediğin zaman bu adamla şöyle bir işi var densin istiyorum. Teyzeler amcaları geçtim yeni jenerasyon bile cahil artık. Eğitim sistemimiz "mükemmel" olduğu için. Yani onlara bile anlatmaktan yoruldum.

[4] A8: Güncel piyasada da öyle. Aman şunu yapayım aman bunu yapayum açıkcası beni çok heveslendiren bişey yok. O da biraz hani mesleğin hakaettiği değeri alamadığından dolayı sanki biraz. Ondan kaynaklanıyor gibi. Hevesim kırıldı yaaa. Ondan biraz sanki.

[5] A4: İlk yaşadığım zorluk üniversitede okutulan idealist süreçle aslında dışarıda karşılatığın end tasın hiç alakası olmaması idi. En büyük karşılaştığım problem buydu.

[6] A1: Gerçekten üretmek istiyordum somut bişeyler 4 sene teorik teorik okuduk hep onlar aynı şey gibi ya birşey aratıp ortaya koymak bunun tansırısı benim gibi demek. Bir üretim ortamında bir ofis ortamında çalışıp tasarladıklarım hayata nasıl geçiyor o süreçler nasıl. Onu bire bir deneyimlemek istiyordum.

[7] A1: Endüstriyel tasarımcının tek başına 4 yıllık eğitimle mezun olduğu şeyde aldıklarıyla yetemeyeceği ona ek olarak hobimi dersin merak ilgi mi dersin UX için sadece bana işte temel tasarım bil işte tasarım methodlarını bil 4 yıllık lisans mezunu ol yetmiyor. Çok basit bir seviyede html, şunu bilmen lazım onu bunun entegrasyonu filan.

[8] A12: Eğitim sürecinde de biz mesela çok fazla grup projesi yaptık diyemem. Hatta bir tane yaptık benim hayatım boyunca.Taa 4. Sınıfın ilk döneminde bir kere grup projesi yaptık. Bu nedenle insanlarla çok fazla paylaşım içerisinde olduğum bir eğitim hayatı geçirdiğim söyleyemem.

[9] A11: Son 5 yıldaki çoğu denk geldiğim iş ilanı UX ve UI'cı arıyor. Ama tasarım eğitiminde bunun üzerine yeterince eğilinmiyor. Sadece bir kaç seçmeli ders ile kalıyor. Bu tabiki yeterli değil.

[10] A5: Ama şunu gördüm iş başvuruları yaptıkça ve çalışan arkadaşlarımı [ses gitti] şunu fark ettim. Aslında Türkiye'de böyle bir nasıl diyeyim… Çok kötü bir benzetme yapacağım… İş yerlerini kümese benzetiyorum ve bütün beyaz yaka, tasarımcı diye kesinlikle ayırmayacağım şu an, mesela çoğu yerde şunu duyuyorum; "Zil ile araya çıkıyoruz". Bir zil çalıyor ve 10 dakika bu insanların araya çıkmasına izin veriyorlar sonra geri içeri giriyorlar.

[11] A7: Orda profesyonel hayatın bu kadar yoğun oladcagını hiç düşünmemiştim. Çok çalışıyosun ama emeğinin karşılığını tam alamıyosun. Benim Cumartesi pazarım yoktu. Ve suan aldıgım maaşın 3 te 1 ni alıyodum ve bodrumdaydım yani.

[12] A2: : Bizim mesleğin maaşları diğer mesleklere kıyasla öğrenciyken beklediğim kadar yüksek değildi. O kötü bişeydi. Ben mezun olduğumda askeri ücret alamayan arkadaşlarım vardı.

[13] A12: İşten istediğimi bulamayınca bana uygun iş bakmaya başladım. Benim isteklerimi karşılayacak bir iş bulamadım. Sonradan freelance olarak devam etme kararı aldım. Kendi çalışma saatlerimi hatta kendi çalışma alanımı belirleme fırsatım vardı.

[14] A11: Üniversiteden mezun olduktan sonra sudan çıkmış balık gibiydim. Mobilya otomobil tıbbi cihazlar ve hatta mobil uygulama bile tasarladım eğitim hayatım boyunca. Ama profesyonel hayatımın başında hangisini seçeceğim konusunda karar veremiyorum. Beni tanıyan birisinin bana uygun olan bir tanesini seçmesini istedim.

[15] A7: tabi yani. Ben biraz sanşlıydım benim yanımda çok yakın arkadaşlarımdan biri benden epeey yaşça büyük abimiz. O bana çok yardımcı oldu birsürü önünde örnekler vardı ben ondan çok akıl aldım. Bi yandan da [X] yanında çalışmak bana çok sey gösterdi. Bu tarz extra bilgili insasnalrın

yanında olunca birazcık fikirin oluyor. Ama öbür türlü sudan çıkmış balık oluyosun bi de tasarım biraz daha sıfır.

[16] A8: Bir de istediğini yapamıyorsun. İstediğin mesleği yapamıyorsun. Bir süre sonra geçim derdi geliyor. İyi hadi başlayayım diyorsun giriyorsun. Bu çok fazla mezunda var. Olmayanlar mutlaka var çok seçenek olduğunu da düşünmüyorum. Hep belli piyasalar. Belli odaklar var.

[17] A6: Ürün tasarımı özelinde konuşuyorsak ürün tasarımcı çok daha fazla insanın piyasada ihtiyacı olduğunu düşünmüyorum açıkçası. Çünkü her şirketin belirli bir kapasitesi var, o kapasite içerisinde belirli bir belli bir sayıda her sene de tasarımca ürün üretiliyor, geliştiriliyor ve pazara sürülüyor.

[18] A7: Adam endtas ın ne oldugunu bilmediği için sen yaparsın mantığı bu. Bilgisayar kullanıyosun okuma yazma biliyosun diyerek. Tasarımın bilgisyarın yaptığından emin olan bi kesim var. Mesela tuşa basıyosun bi anda buzdolabı çıkıyo sanıyor. Ben aslında tasarım basic şeyleri var diye açıklayamadıgın insanlar var.

[19] A5: Sonra işte bir sürü iş başvuruları günlerce süren ama iş başvuruları çok acı. Şununla karşılaştım gittiğim çoğu görüşmede; işverenler “endüstriyel tasarımcı nedir? Ne iş yapar? İş alanı nedir? Bu insanın kapasitesi ne olmalı, hangi programları bilmeli? Neye yeterli olmalı?” bunu kesinlikle bilmiyorlar. Adam hani işveren kesinlikle, firma sahibi, ya da insan kaynakları bir endüstriyel tasarımcının bildiği programların ne işe yaradığını bilmiyor.

[20] A6: Ama gerçekten böyle çok köklü firmaların bile sanayideki hiçbir şeyden haberi yok. Hani evet alaylılar, evet üretim konusunda çok bilgililer ama endüstriyel tasarıma gelince hiç bilgi yok. Mesleğin tanımına dair…

[21] A9: O yüzden de bir yere üye olmanın, benimle benzer kaygılar taşıyan insanlarla beraber olmanın bana iyi geleceğini düşünüyorum. Hem mesleki anlamda hem kişisel anlamda… Bir şeyin savunuculuğunu yapacaksam tek değilim; çünkü iki kişiyle bir şeyleri değiştirmek daha kolay. Tek başına bir şeyin savunuculuğunu yaparsın da o örgütlenmeyi sağlayabilirsen o anlamlı.

[22] A4: meslektaşlarla birlikte aynı ortamda aynı amaç uğrunda aynı hedefler doğrultusunda belirli hedeflere ulaşmaya çalışan insanlarla birlikte aynı şeyleri yaşıyorsun. Hem problemleri hem iyi şeyler çok ortak. Dolayısıyla belirli bir hedefe ulaşmaya çalışırken de onların yaşadıkları ve senin yaşadıkları ortak bir platformda bir araya gelip, birden fazla insan olarak daha kalabalık çözüm bulmaya çalışmak çok daha faydalı olacak diye düşündüğümden bu ortamlara girdim. Dolayısıyla aslında mesleğin tek başına yapmak değil de onu hep birlikte bir araya getirebileceğiz diye düşündüğüm için aslında rol almaya çalıştım diyebilirim.

[23] A5: Temel motivasyon kaynağı… Ya şöyle, aslında ilk [Organizasyon X]'yı düşünmemin sebebi hani ben bu yollardan geçtim, hani okudum. Neyin ne olduğunu gördüm. İnsanların nasıl bilinçsiz geldiğini, ne olduğunu, ne bittiğini gördüm ve dedim ki; "Böyle bir şey var. Ya sonuçta bu meslek haklarını korumak istiyor. Hani mesleği tanıtmak için çabalıyor. Derneğin amacı bu". Dedim "Hani bu konuda yardımcı olabilir, buna devam edebiliriz" dedim.

[24] A10: Beni cezbeden şey ekiple birşey yapmak. Takım çalışmasıyle bir şey ortaya koymak ve isnanların gelip bunu takdir etmesi. Bir yerde [Organizasyon X] konuşulduğunda veya işte çok iyi işler yapılıyor gençlerin biraz daha bu şey dediğimiz jenerasyon farkını kapatıyor gibi durumlar beni cezbediyor.

[25] A8: Meslek bilinmiyor. Anlatabilirsin bu senin elinde ama nereye kadar olacak. Bireysel çabalarla olacak bir iş değil daha kitlesel durumlarla sanki ilerletmek daha makul. Ve sonuca gidecek bişey olacak sanki.

[26] A11: Klasiktir. Her meslek kuruluşunun sivil Toplul kuruluşunun ilk gayesi tabiki mesleği tanınıt kılmaktır. Özellikle bizim mesleğimizin çok fazla yaratıcı endüstri dışında tanınmıyor oluşu ilk temel durum buydu.

[27] A1: Meslek adına. Ya işte odanın kurulması desteklediğim en temel şeylerden biri artık insanlar endüstriyel tasarımı ve endüstriyel tasarımcıyı tanısın bilsin burada ilk olarak devlet nezlinde olabilecek bişey. Yani bir mesleği devlet kabul ederse koruyup çıkarsa ona istihdam sağlarsa ederse. Bir takım böyle şeyler faaliyetler. Önce bir var oluş çabası bir kimlik edinme bir takım temel hak ve özgürlüklere sahip olma.

[28] A2: Evet benim kişisle olarak benim motivasyonum mesleğimin askari bir ücret skalası olması lazım. Aynı amacı güden insanların bir araya gelip mesleğin problemleri karşısında devletin karşısında durabilmesi.

[29] A8: Yansımalarını şöyle görebilirim. Belki hani şuan böyle bir boş süreçteyim. Kariyer anlamında. Belki bağlantıları kullanarak kendime bir yol çizebilirim. Bir oluşum kurduğun zaman bu dernek sürecinde yaratmış olduğumuz organizasyon çerçevesindeki ilişkliler sayesinde bunun ilerlemesine katkı sağlaması mümkün.

[30] A2: İkinci girdiğim işe TETÖP sayesinden girdim. [X] ile tanışmıştım [X] dediki "bir firmada bir mevzu var sen girer misin?" dedi. Ben de girip çalıştım. Ben TETÖP sayesinde buldum. TETÖP sayesinden tanışıyorum. Dernekler işçi bulma kurumu değil. Bu da kayıtlara geçsin. Mezunların böyle bir bakış açısı var. [Organizasyon X] ya da meslek odası da olsun farketmiyor. Hiç bir STK iş veya işçi bulma gibi bir amacı yok. Öyle bir amaç yok yani. Onu sadece iş ve işçi bulma kurumu sağlar.

[31] A7: Endüstriyel tasarımcı olarak Türkiye'de iş bulmak gerçekten zor. İş ilanı bakabilieceğim bir platform yok gibi. Dernekler bunu yapması güzel olabilir. Bizi firmaların insan kaynaklarından daha iyi biliyorlar.

[32] A5: Tasarım eğitimim boyunca staj bulma konusunda zorluk çektim. Derneklerin bu olanakları sağlaması iyi olurdu, gerçekten yardımcı olabilir.

[33] A10: Üyelerin olduğu bir mail grubu söz konusu. Bu kurumsal üyelerde şirketleri de alabilen bir organizasyon. Şirketlerinde hani stajyer alımında işe alımlarda olsun öncelikli olarak derneğe bu ilanları vermeleri var. Ordan biz bunları öncelikle üyelerimizle paylaşıyoruz. Üyelerimizde onlar yeterliliklerine göre başvuruyorlar, Kabul olurlar ya da olmazlar bu önemli değil ama 8-9 kurumsal üyeden bugüne kadar aşağı yukarı böyle bir üyemiz

var. Onun dışında dernek olduğumuz için bir sürü ilan geliyordu vs. Bunları gayet açık bir şekilde sosyal medyada dahil, sadece üyelere paylaşılmıyordu.

[34] A1: Bize gelen iş ilanları oluyordu dernek bünyesinde. Biz de üyelerden oluşan mail gruplarında paylaşıyoruz. Bu sistemin başarılı işlediğini düşünüyorum.

[35] A8: En büyük artısı heralde network olarak oldu. Onun ilk artı olarak söyleyebilirim. Piyasadaki duayenleri akademisyenleri değerli insanları tanıma fırsatını buldum. Onlarla mesleğimiz hakkında çeiştili konuşmalar sohbetlerde bulunmuş olamk birşeyler öğrenmiş olmak güzel deneyimlerdi. İlk olarak bunu söyleyebilirim.

[36] A1: ODTÜ Tasarım Topluluğu (OTT) olsun TETÖP olsun [Organizasyon X] 'da olsun [Organizasyon X] da olsun çeşitli eğitimlere gidiyorsun etkinliklere gidiyorsun bir sürü insanlarla tanışıyorsun. Gözünden büyütüp bilmem ne wow ow bir insan diyorsun, çat bir hatfa sonra elinde şarapla görüşüyorsun. Öğrenciyken hayalini kurduğumuz ütopik bişeydi ama gerçekleşebileceğini görüyorsun.

[37] A2: TETÖPte öğrncilerin bir araya gelmesi bile başlı başına bir faaliyetti. Ben marmara üni sinde okuyanların neler öğrendiğini onlar bizim neler öğrendiğimizi gördü. Birbirimizi tanımamızı sağladı. Çok güzel bişeydi çünkü biz hep kendimizi biliyorduk. ODTÜ'lü napıyor İTÜ'lü napıyor bunları görmüş olduk. TETÖP ün sadece insanları dostane bir şekilde bir araya geitrmesi güzeldi. [Organizasyon X] 'nın aynu şeyi var. Sadece insanları bir araya getirmesi bile çok güzel bişey.

[38] A10: Etkinliklere gidiyorsun uzun zamandır görmediğin bir arkadaşına denk geliyorsun. Bir anda o ne yapıyor bu ne yapıyor herşeyden haberdar oluyorsun. Baya baya kendimi güncelliyorum etkinliklerde.

[39] A8: bir workshop düzenliyorsunuz. Mesela genç tasarımcıları düşündüğümüz zaman örnek veriyorum A üniversitesinden bir kişi B üniversitesinden bir kişi o onun yaptığı işleri görüyoro onun yaptığı işelri görüyor. Mesela plastik sanayide çalışıyor, Biri farklı bir alanda çalışıyor. Onun işlerini görmüş oluyor. O ona ayrı bir kaynak sağlıyor, bir motivasyon belki daha bir bir azim. Mutlaka ufak tefekte olsa bir yerden bir şekilde dokunduğunu düşünüyorum.

[40] A11: Hepsiyle yani o partiye gelenlerin ve gelip orada bizle konuşan tabi bizde gidip insanlarla konuşuyoruz. Kendimizi anlatmaya çalışıyoruz.Yani sadece tabi parti de değil workshopları var öğrenci buluşmaları oluyor. Onun dışında sanayi ile işbirliği olsun diye CEOları çağırdığımız tasarımcıları çağırdığımız kokteyl kahvaltı gibi etkinlikler de oldu. Orada hani bu etkinliklerden sonra telefon rehberimde 20 kişi 20 kişi artmaya başlıyor. Bu ağ büyüyor. Bende bu kadar oluyorsa insanlarda da bu kadar oluyordur. kIsa vadeve bir işe yaramasada uzun vadede gerçekten hem mesleki açıdan hemde sosyal açıdan çok büyük faydalarını olduğunu düşündüğüm etkinliklerdi bunlar.

[41] A7: Benim ilk başta [Organizasyon X]'deyken en büyük motivasyonum mesleki gelişimdi. Çünkü yani hangimiz ilk mezun olduktan sonra 14 tane workshop katılabildi mi? Workshop benşm ayağıma geliyor. Sabah kalkıyorum aşağıda workshop var. Hepsine oturup knuşuyorum.

Hocalarla organizasyon sahibi olduğum için orada kaldığım için birebir iletişimim oluyor. Benim gerçekten bir sürü malzeme öğreniyorum falan. O yüzden oydu benim motivasyonum.

[42] A12: Üniversitedeyken hep bi aydınlatma tasarımına merağım vardı ama proje yapma şansım olmamıştı. Dedimki ben bunu dernekle yapabilirim. Hemen sağı solu araştırarak aydınlatma tasarımı üzerine workshop neden düzenlemiyoruz dedik. Sonrasında katılımcılardan çok pozitif geri-dönüşler aldık. Bu tarz etkinlikler biraz açığı kapatıyor gibi.

[43] A6: [Organizasyon X]'de alternatif bir tasarım yolu varsa, benim için de mezuniyetten sonra, o nasıl olabildiğini, nerede olabildiğini, nasıl bulmam gerektiğini aslında bir kaynak oldu [Organizasyon X] .

[44] A12: Dernek için tasarım alternatif tasarım yolları promosyonuydu tamamen. Biz bu yolları bulmak istiyoruz ve tasarımcıların oldukça bu yönlere gitmelerini sağlamak istiyorduk. Bu teknoloji ise, sosyal konularsa, artık farklı şeylerse… Bir de bunu yaparken diğer disiplinlerle beraber işbirliğinde olmasını istiyorduk.

[45] A9: Tabi, etkili olan şeyler var. Mesela komisyonun düzenlediği o etkinlikte geçen seneden sonra, insanlar bize yazdılar. Hani bu enim meslekle alakalı çok kısa bilgi edinmemi sağladı çünkü 10 yıldan az deneyimli insanları konuşturmuştuk biz orada ve birisi user experience, birisi şirketini kurmuş kapatmış, birisi kurucusu. Hani farklı mesleklerden insanların aslında hangi alanda çalıştıklarının bilgisiydi. Tabi daha tecrübeli birisine göre çok böyle

“Tabi ki olacak çocuğum” diyeceği bilgiler de var ama bizler için “Bak bu da benim gibi denk” gibi…

[46] A2: Ben normalde fabrikadan çalışıyorum. İstanbuldayım ama sancaktepede ikamet edyorum. İş yerimde burada. En ufak bir imza için kadıköye gitmek benim için ciddi bir sorundu. Saymak olarak veya başka bir görevin olsa. Ivız zıvır işleriçin oraya gitmek gerekiyor mesai saatleri içinde. Bir günüm heba oluyor arabayla gitsem bile. Çok sıkıntılı oluyordu. O yüzden istedğim faydaları sağlayamadım.

[47] A8: Ayrılma nedenim biraz daha kendi kişisel işlerimle uğraşma sebeplerim var. Artık hani biraz da şu var biraz değişikliğin gerekliliğini düşündüğüm için, yeni yönetim gelsin yeni insanlar eklensin onlar da bu işi devam ettirebilsinler Tek bir elden gitmesin istiyordum. O yüzden aslında ayrıldım. Ttabi kendi kişisel bişeylere devam edebilme çaısından daçünkü vaktimin büyük kısmını alıyordu. Kendime vakit ayırma niyetindeyim. O yüzden ayrıldım.

[48] A9: Yani şu; alışılmış bir iş yapış biçimi var ama bu işimizle alakalı bir alışkanlığımız mı? Bu taraf başka bir şey, buraya başka bir gözle bakıp değerlendirmek gerekiyor. Buradakini direkt buraya aktardığımızda verimsiz, saatlerce yapılmış toplantılarımız oluyor. Yani kaç saat Skype toplantısı yaptığımı hatırlamıyorum komisyondayken hani. Aktif rol aldığınız zaman bu çok vakit kaybı yani çocuğumu emzirirken şey toplantısındaydım hani yani neden?

[49] A7: Benim profesyonel durmamı sağladı. Şimdi bir toplantıya girsem de orada kullandığın ses tonu olsun dili olsun onları kullanıyorum. Şimdi bir konuşma yapıldığında seminer yapıldığında da onları kullanıyorum. Aslında bizim işimizde biraz böyle iletişim üzerine kurula ya ben işe yaradığını düşünüyorum. Bu gelişimler haliyle motivasyonumu pozitif etkiliyor.

[50] A11: Zaman konusu benim için problem olmuştu eğitim hayatım boyunca . Bir de bu yetmezmiş gibi bir de dernek ile uğraşında iyice bunalarım diye düşünüyordum. Fakat, hem işe hem derneğe vakit ayırmaya çalışırken bu yönümün giderek geliştiğini gördüm. Haliyle dernek biraz zahmet olmaktan çıktı.

[51] A4: Motive eden şey de ummadığımız bir şekilde başalyıp, ummadğımız şeklimde çok doğru bir tabir olmadı ama. Ummadığımız şeyler gerçekleşse bile yeteri kadar amacına ulaşmış bir etkinlik olacakken bizim öngörmediğimiz öngördüğümüzden bile daha fazla katılım olduğunda daha güzel paylaşımlar ortaya çıktığında insanların tepkilerini ve oradaki etkinliğe katılımını belirlik bir seviyenin üstünde gördüğümüz zaman o insanları yüzümüze söyledikleri şeyleri gördüğümüz zaman onlardan motive oluyorz.

[52] A12: Valla derneğin ilk yıllarında beni bu işe inandıran olan Ankara öğrenci buluşması oldu. Daha ilk yılımızda Ankara'da öğrenci buluşması düzenliyordukve katılım için hepimiz tahminde bulunuyorduk. Genelde tahminlerimiz 150 katılımcı gelse iyi, 200 çok iyi olur diye söylerken ertesi gün 450 kişi geldi etkinliğe. Katılımcılar için hazırladığımız çantalar bile yetmedi.

[53] A1: Çevremde insanların tepkilerini aldım. [Organizasyon X] benim bildiğim evim okulun devamı gib bişeyklen, vay odanız yok meslek kuruluşunda ankara şube başkanımısın falan oo tepkileri aldım. Aldığım tepkiler hoştu. Ne güzel sosyalsin ilgileniyorsun falan. Bunlar hesaplamadğım şeylerdi.

[54] A8: Tasarımın sağlayacağı katma değerin önemi hani ama bunun sonucunu alamıyoruz gibi geliyor. Bunun için çok çaba sarfediyorsun. Aslında motivasyon düşme sebebi o. 4 senede evet bir ivme kazandı belli bir seviyeye geldi. Belli şeyler yapıldı; düzenli devam ediyor ama yani bu konuda bir sonuç elde edemiyor olmak o motivasyonum düştü diyebilirim.

[55] A1: vicdanım içimi rahatlatmak adına yönetimdeydim. Yinede devam ederdim bişey değişmeyecek. Şu an bunalıp patlama bundan bir bok olmaz noktasına gelmedim. Ama ne bileyim iki yılda dört yılda benim yönetimde olduğum çok böyle aşama kaydettiğimizi de gördüğümüzü düşünmüyorum. Kendi yağımızda kavuruluyoruz gibi. Körler sağırlar birbirini ağırlıyor.

[56] A8: Ben [Organizasyon X] ayrılmadım. Ben [Firma X]'den ayrıldım. [Organizasyon X]'den da ayrılmış sayıldım. Yani aslında [Organizasyon X]'e devam etmek yani [Organizasyon X] için çalışmak keyifliydi bu arada. Çünkü gerçekten yeni projeler sürekli işte şey yapıyosun. Araştırma yapıyorsun, bir sürü yerelde o kadar geliştirilebilecek o kadar katma değeri yüksek ve asla Türkiye'de kullanılmayan vizyonsuz kaynaklar var ki. Bunların geliştirilmesi çok önemli aslında. [Organizasyon X]'in sağladığı olanaklar bunu mümkün kılıyordu.

[57] A12: Toplantılarda aklımıza gelen fikirler var bir sürü. Sonra saymandan bütçe istediğimizde bakıyoruz aslında elimizde para yok. Projeyi güzelce temellendiriyoruz ediyoruz şöyle olsa çok iyi olur böyle olsa çok iyi olur diye konuşuyoruz fakat gerçekler yüzümüze bazen sert çarpıyor. Açıkcası biraz heves kırıcı oluyor bazı noktalarda. Ama elden ne gelir. Bu sefer de o parayı bulmak için çalışmaya başlıyoruz. Sürekli bir challenge.

[58] A4: [Organizasyon X]'de iki yıllık periyotlar içerisinde yönetimi değişen bir yapı olduğu için aslında bazı değişkenlikler oluyor. Dönemsel olarak bunu sağlayacak yönetimlerin de olacağını dönemsel olarak başka şeylere ağırlık veren yönetimlerin olacağını biliyorum. Sonuç olarak dediğim gibi herkesin aynı hedef doğrultusunda bile farklı yöntemlerle iş yapma şekli var. Bu doğrultuda bazen bu doğrultuda düşünenler ya da farklı düşünen yönetimler geleceği için her zaman bu isteğimin yerine gelemeyeceğini biliyorum.

[59] A9: Zaten giriş sürecinden beri işin içinde olduğum için bunu biraz da biz şekillendirmiş olduk dernek olarak. En başından o yer alan ilk 20 kişi nasıl bu yolu çizdiyse o şekilde yola çıktı. Sonrasında farklı insanların birliktelikleriyle kendine bir yol çizdi. Şimdi çok farklı bişey olack. Ona göre yönlenecek.

[60] A5: şimdi ortada kurulmuş bir şey var yıllardan beri gelen bir şey var ve bunun farklı dönemleri, farklı yönetimleri var. Ama şöyle bir olay var; kemikleşmiş durumda ve hani bunları kırmak biraz zor ve kırılmıyor da. Ne yaparsanız yapın hani yeni mezunsanız ve o insanlar sizin hocanızsa, siz bir

öğrenci-hoca ilişkisi içindeyseniz hani onların gözünde… Anne babanın gözünde hiç büyümezsiniz ya bu da birazcık ona dönüyor.

[61] A8: Şu güne kadar çok aşırı hierarşik bir sistem yok olmadı. Bu işin görünen yüzleri oluyor. [Organizasyon X] olarak gördüğünüz bildiğiniz insanlar oluyor. Bu hemen hemen her organizasyonda böyle böyle olmak zorunda. Ama içeride bu hierarşi yok. Bu daha katılımcı bir ortam sunuyor.

[62] A6: [Organizasyon X] öğrenciler içindi. öğrenciler ve yeni mezunlar içindi. Biz kendimiz de öğrenci olduğumuz için o zaman çok meslekle ilgili yakından bilgimiz yoktu. O kitle için eğlenceli,hafif. bir de deneyimimiz olmadığından dolayı çok deneysel. Deneyimimiz olmadığı derken ne community yönetimi, ne community içerisinde ne de profesyonel deneyimimiz olmadığından dolayı. Çok daha her şey deneysel hareket ediyordu. Grup mekanizmaları, düzenlemeleri falan gibi çok daha kişisel ilişkiler üzerinden gidiyordu. Bu da ilerlemeyi engelliyor haliyle.

[63] A8: Değişmesini isteyeceğim şey biraz ekibin hani belkide daha deneyimli insanlarla desteklenmesi gerekiyor gibi geliyor bana. O açıdan iletişimi de kuvvetlendirmek açısından bunun devlet nezdinde sanayi, firmalar nezdinde ilerlemesi ve iletişimin sağlanması açısından okul kısımları tamam zaten. Genç bir ekipsin. Akademisyenler gerekli desteği veriyorlar. Öğrenciler keza öyle ama diğer taraflardaki iletişimi sağlamak açısından biraz daha o yöne eğilinmesi gerekiyor gibi geliyor.

[64] A8: Az önce bahsettiğim gibi siz bir oluşumda söz sahibi olabiliyorsanız, fikirlerinize değer veriliyorsa. Ve bunu gerçekten sonuçta bir

topluluk gönüllük esaslı bir iş herkesin ortak fikriyle ilerleyen bişeydi. O yüzden bağlılık yaratmıştı yani.

[65] A4: Motivasyon kaynağını önceden söylemiştim. İnsanların ortak amaçlarını unutup kendi iş yapma şekillerini birbirilerine dayatmaları. Bu benim motivasyonu kıran başlıca şey diyebilirim. Bunlar organizasyon kültürüyle alakalı olan şeyler. Kalabalık ortamlarda belirli bir amaca ulaşmaya çalışıp ve insanların biraz egoları mı denir artık yoksa kendi iş yapma şekillerini dayatma mı denir, insanların o işi yapmaktan çok o işin nasıl yapılacağına ya da yapılıp yapılmamasına karşı olduklarından gereksiz tartışmalara neden olmasıydı motivasyon kıran.

[66] A8: Ya bir kere sürekli bir eleştiri söz konusu bizim ülkede. Madem öyle oradan dem vuralım. Bir iş yapıyorsunuz gönüllü bir iş yapıyorsunuz. Ortaya bir sonuç çıkıyor. İlk cümle aa iyi güzel ama şunu neden yapmadın", "iyi güzel bu niye yok". Arkadaş şikayet etme gel yapalım. Atıyorum destek göremedim belki senin bir bağlantını destekler. Bu tamamiyle kocaman bir ağaç. Dallanıp budaklanması gereken bir ağaç gibi. Hani o bağlantıların olması gerekiyor. İşte bu ne denir buna ağzı olan konuyor gibi bir duruma dönüşüyor iş. Bekara koca boşamak kolay mevzusu biraz.

[67] A5: Ya şöyle aslında iletişimde ben ciddi problemler olduğunu düşünüyorum. Çünkü mesela şubeler arasında bile, yani şube yönetimi 5 kişi ve bunların 3'üyle aktif görüşüyorum. Bir tanesi ne maillere cevap veriyor ne de Whatsapp grubuna cevap veriyor hani öyle bir kişi. Yani bunlar da bana doğru gelmiyor. Adam sadece bir STK'nın yönetiminde olup hani bununla

övünmek yerine gerçekten elini taşın altına koyması gerekiyor diye düşünüyorum.

[68] A4: genel kurullarda süreler çok kısıtlı olduğu için belli bir problemi dile getirmek hatta dile getirdikten sonra insanların fikirlerinin çözüme ulaşması çok kolay olamıyor. Süre kısıtından dolayı. Seçim oldu ve dile getirilemeyen şeyler de gördüm. Asıl problem, ana problem insanların aslında onu görünürlük esasıyla yapması ve çok fazla zaman ayıramıyor olması dolayısıyla. Bu da her zaman her daim insanların bir arada görüşüp belirli süreler çerçevesinden birşeyleri çözebilecekleri bir sonuca gitmiyor.

[69] A3: Workshop araçlarının temin edilmesi çok process ama sadece tanışmak gibi gitmek saçma. Artık tanıyan tanıdı. Olacak olursa da daha hedef bazlı daha değer odaklı bişey inşa edilebilir. Derneğin hedefleriyle uyuşacak bir şekilde belki de. Yoksa bir gelişme gösterilemiyor.

[70] A11: Etkinliklerin amacı konusunda sıkıntı yaşıyoruz gibi geliyor. Sanki bir şey eksik gibi. Aslında eksik olan etkinlikler için bir hedef ortaya koymamaktan kaynaklanıyor gibi. Yapılıp geçti oluyor.