Managerial Leadership: Current Situation and Future Prospects

Yönetsel Liderlik: Mevcut Durum ve Gelecek Beklentileri

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ABSTRACT

Leadership is not a concept unique to today but has existed since the past. The historical process, which started with great men and trait theory, continued with behavioral leadership and situational leadership. Many new concepts related to leadership styles have emerged, today and in the recent past. Managerial leadership is just one of them. Managerial leadership can be achieved by the ability of people in managerial positions in their institutions to influence and lead the employees. A managerial leader emerges when the manager, who exhibits management and leadership behaviors, leads the employees at the same time. This study aims to examine the studies in the field of managerial leadership literature, gather them as a whole, and make theoretical suggestions. In this study, which was carried out in an exploratory and qualitative research design, 82 publications on managerial leadership were examined, the data collected with open coding was analyzed, the data divided into categories were narrowed by axial coding, and a theoretical proposition was made with selective coding. A comprehensive literature review in the field of managerial leadership and the use of Grounded Theory assumptions in this process add originality to the study.

KEYWORDS
Leadership, Management, Managerial Leadership, Grounded Theory

ÖZ

Liderlik günümüze özgü bir kavram olmayıp geçmişten bu yana varlığını sürdürmektedir. Büyük adamlar ve özellikler kuramı ile başlayan tarihsel süreç, davranışsal liderlik ve durumsal liderlik ile devam etmiştir. Günümüzde ve yakın geçmişte liderlik tarzları ile ilgili birçok yeni kavram ortaya çıkmıştır. Yönetimsel liderlik ise bunlardan sadece birisidir. Kurumlarında yönetici pozisyonunda bulunan kişilerin çalışanları etkileme ve onlara liderlik yapabilme yeteneğine sahip olmalarıyla yönetici liderlik yapılabilir. Yöneticilik ve liderlik davranışları sergileyen yöneticinin çalışanlara yöneticilik yaparken aynı zamanda liderlik yapması ile yönetsel lider ortaya çıkmaktadır. Bu çalışmada yönetsel liderlik alanında yapılan çalışmaları inceleyerek, bunları bir bütün halinde bir araya toplamak ve teorik önerilerde bulunmak amaçlanmıştır. Keşfedici ve nitel bir araştırma deseninde yürütülen bu çalışmada yönetsel liderlikle ilgili yayınlar incelenmiş, açık kodlama ile toplanan veriler analiz edilmiş, kategorilere ayrılan veriler eksenel kodlama ile daraltılmış ve seçici kodlama ile teorik bir önermede bulunulmuştur. Yönetsel liderlik alanında literatür derlemesi yapılması ve bu süreçte Gömülü Teori varsayımlarından yararlanılması çalışmaya orijinallik katmaktadır.

ANAHTAR KELİMELER
Liderlik, Yöneticilik, Yönetsel Liderlik, Gömülü Teori

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INTRODUCTION

Leadership has been the subject of research by many people in the past as well as today. History has been recorded especially by the deeds of great leaders. When science was not so widespread, leadership emerged as an essential phenomenon in all societies. However, information about some leaders and their leadership characteristics have survived to the present day.

Leaders were seen as being superior and privileged, ruling societies in the way they wanted, and possessing divine power, in ancient Greece, China, and Central Asia. Most of all, in Egyptians, leaders were considered equal to God by their society (Uğurluoğlu and Çelik, 2009:122). The leadership characteristics of leaders, who have an important place in society, have been examined with the spread of science and the spread of positive science. However, it has been investigated why some people are influential and can create great enthusiasm and desire around them, and how they acquire the characteristics of leaders or whether they have some innate characteristics. Leadership has been expressed in many different ways and many different leadership styles have been described until today due to the differences in the position, characteristics, and behaviors of the leaders (Raišienė, 2014:180-183; Gould et al., 2016:165).

Various publications examine people who have historically taken an important place in their societies about leadership, which started to be the subject of scientific research in the 20th century. Poet, the man of letters, clergy, rulers, and prophets, who were examined for the first time in a book called *On Heroes*, written by Thomas Carlyle in 1841 using a philosophical language, were leaders who had a great place in their era and had a significant impact on the course of history. In the same period, *Representative Man* written by Ralph Waldo Emerson, and the *Hereditary Genius* published by Francis Galton examined the heroes and great men (Allio, 2013:6-7). In these works, which examine the great men who were first addressed in a written form in the historical process of leadership, the leadership characteristics of the important people who shape history have been the subject of investigations.

Examined leaders have gained a place in the historical process as people who have accomplished extraordinary things because they have some innate characteristics. For this reason, the characteristics of the leaders while leading have begun to be investigated. Coinciding with the classical management theory period of the historical process in which business management started to gain a place as a science; In *trait theory*, it is accepted that the characteristics of the leader are not only innate but can also be acquired through experience and learning. In studies dealing with the trait theory, Tead in 1935, Gibb in 1947, Jenkins in 1947, Schoenfeld in 1948, Mann in 1959, Stogdill in 1948 and 1974, Lord et al. in 1986, Kirkpatrick and Locke in 1991, and Turner in 1999 investigated which leadership characteristics a leader has (Yukl, 1989; Turner and Müller, 2005:50; Akyurt et al., 2015:51).

Some leaders can exhibit a wide variety of behaviors with their characteristics. For this reason, it has been started to investigate the behavior of the leader while leading. After the trait theory, *the behavioral leadership theory* emerged in parallel with the neo-classical management theory period (Khan et al., 2015:47). Leadership studies of Iowa, Ohio State, and Michigan University, Blake and Mouton's managerial grid, Mcgregor's X and Y theories, Likert's system 4 model are the studies conducted in this period (Turner and Müller, 2005:50; Bakan and Bulut, 2004:155-156). In the researches in which the behaviors of the leader are examined, behaviors such as the leader's relations with the people work with, communication, and delegation of authority have been investigated. As a result of the research, two important elements, concern for people (orientation toward people) and concern for production (orientation toward task), have emerged as the products of behavioral theory (Khan et al., 2015:47).

Since effective leaders have many different characteristics and different behaviors, they can behave differently in different situations. Since no trait is common to all leaders and no one behavior is effective in all situations, research has shifted to investigating how the leader behaves in what situation while leading. Thus, *the situational leadership theory*, which coincides with the period of contemporary management theories in management, has emerged. In these studies, in which important situational variables are investigated and a general judgment is tried to be reached, it has been researched which behavior the leader displays in which situation and whether these conditions affect each other. Fiedler's contingency theory, Tannenbaum and Schmidt's continuum of leadership theory, Reddin's 3D leadership model, Hersey and Blanchard's subordinate maturity model, Vroom and Yetton's contingency model, and House's path-goal theory situational they have gained an important place in the literature as leadership approaches (Yukl, 1989:264; Turner and Müller, 2005:51; Bakan and Bulut, 2004:156).

In general, many definitions focus on the leader's skills, styles, characteristics, behaviors, and conditions. Researchers often define leadership according to their individual perspectives and the aspect of the

phenomenon that interests them most. Stogdill concluded that leadership has almost as many definitions as there are people trying to define the concept. Leadership is defined in terms of individual characteristics, leader behavior, interaction models, role relationships, follower perceptions, influence on followers, impact on task goals, and impact on organizational culture (Yukl, 1989:252). Ultimately, it is possible to state that the lack of a general definition defining leadership stems from the fact that the leader is a human being and not all people have similar characteristics.

In this context, this study, it is aimed to reveal a theoretical proposition from these studies by examining the studies in the literature on managerial leadership and more specifically management and leadership. There is no previous study in the form of a literature review on managerial leadership is the motivation and originality of this study. Making use of the assumptions of the *grounded theory* at the stage of theory creation can be considered as another originality and contribution of the study. In this spirit, the work was designed like as a graphical abstract in figure 1.

Figure 1. Graphical abstract
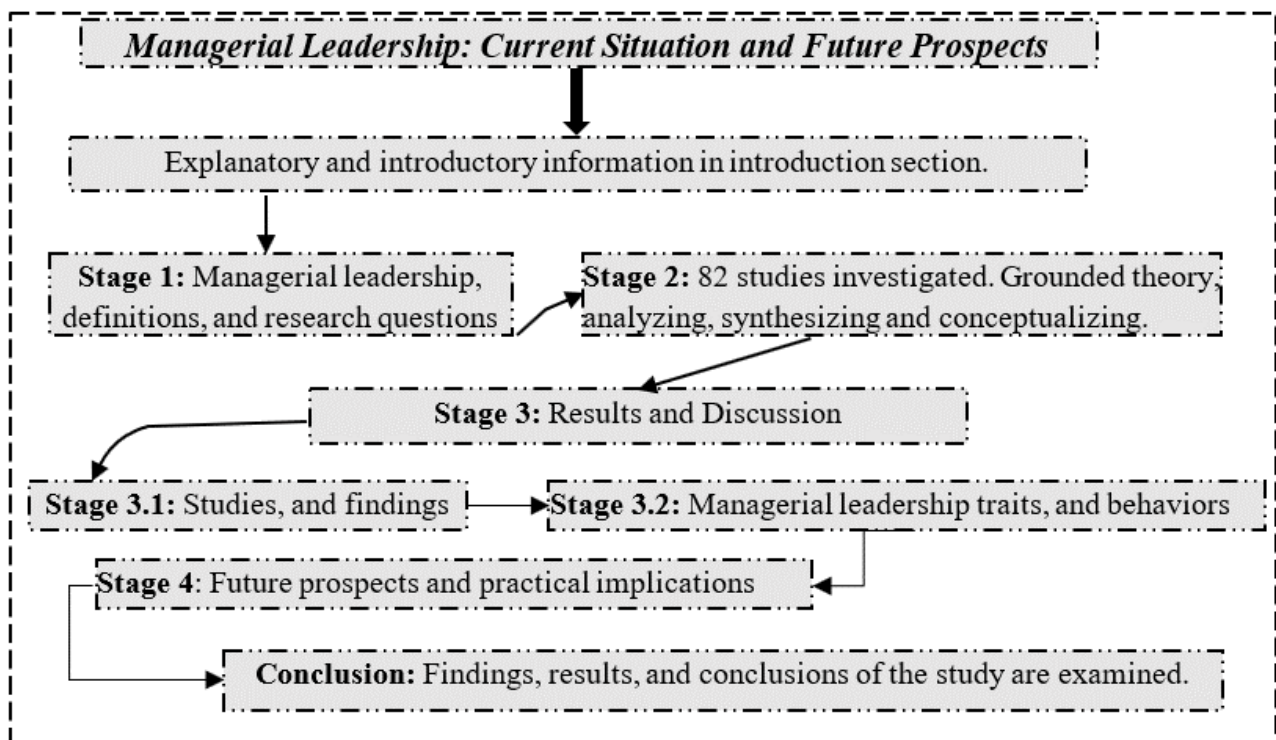
The study is organized as follows. In the introduction part of the study, we give explanatory and introductory information about the historical process and literature in the field of leadership. And then, in the first section, we represented the subject of managerial leadership. In the second section, we explained the method and material used in the study. In the first part of the third section, we have mentioned the studies and findings examined. In the second part, we investigated managerial leadership traits and behaviors, axial and selective coding. In the fourth section, we presented information about the future of managerial leadership and some implications. In the conclusion section, inferences were made according to the findings obtained from the study.

1. MANAGERIAL LEADERSHIP

In the literature on leadership, until the 1980s, three main approaches: traits, behavioral, and contingency approaches tried to explain leadership. After the 1980s, it has emerged a wide variety of leadership definitions and forms. These can be expressed as transformational leadership, charismatic leadership, transactional leadership, visionary leadership, democratic leadership, autocratic leadership, religious leadership, laissez-faire leadership, bureaucratic leadership, servant leadership, and managerial leadership. In this study, managerial (and/or) leadership concepts were investigated.

Although there are many different definitions of leadership from past to present, the situation for management is somewhat different and limited. The manager can be explained as the person who guides the

people in the community in which he/she is based on a legal power, to the appropriate goals and objectives. The manager plans, organizes, controls, and directs. It is necessary to distinguish between leadership and management and to see the important difference between them, and then to explain managerial leadership. Notwithstanding, previous managerial leadership explanations in the literature are presented in Table 1.

Table 1. Some definitions of managerial leadership

Author(s) and Year	Definitions
Soucie, 1994	Managerial leadership can be defined as leadership exercised by managers who deliberately attempt to influence other organizational members toward some accomplishments.
Aykan, 2004	Managerial leaders are an impersonal and non-innovative leadership style that follows tradition and prioritizes rules. This type of leadership is often found in bureaucratic organizations. Managerial leaders try to motivate their employees in line with planned goals.
Bakan and Bulut, 2004	It is difficult to say that every manager has leadership characteristics, but today, in order to be a good and successful manager who can meet the needs of management, it is necessary to have leadership characteristics at the same time.
Hunt et al. 2009	Managerial leaders are individuals who not only acted as a tag but backed this up with meaningful interpretations to link past, present and future as they built capability.
Uğurluoğlu and Çelik, 2009	Managerial leadership encompasses stability and order and requires the preservation of the existing order. Managerial leaders are very good at managing day-to-day activities and short-term goals.
Peterson and Peterson, 2012	A person can be a manager without being a leader. Conversely, a person who is not a manager and has no official power can exhibit leadership. It is also possible to be a manager and exhibit both managerial behavior and leadership behavior; an individual who does this is called a managerial leader.
Blom and Alvesson, 2014	Managerial leadership refers to leadership (in the way previously described) exercised by people holding a managerial (appointed or elected, but formally superior) position, targeting formal subordinates.
Tepper and Simon, 2015	The managerial leader is often more responsible than any other organizational authority for deploying resources in ways that satisfy the needs of employees and employers.

It can be seen that various explanations and definitions in the literature on managerial leadership do not meet at a single view. While the managers have the legal power to achieve the goals and objectives in the institutions or organizations they are in, the same may not be the case for the leader. While a person can be a manager without being a leader, it may not be necessary to rely on the legal force for leadership. Employees can be influenced by the leader by using personal characteristics, abilities, and behaviors to achieve the goals and objectives of the institution. The leader does not need to have institutional skills while doing these. When influencing and leading employees is done while in a managerial position, managerial leader, that is, managerial leadership, emerges. Accordingly, it is possible to explain the managerial leader as people who combine leadership charisma and managerial abilities. In the most obvious sense, this is the fact that the manager, who exhibits management and leadership behaviors, leads his subordinates and employees while managing, which can only be explained as a managerial leader (Peterson and Peterson, 2012:103; Blom and Alvesson, 2014:344). In addition, according to Yukl (1989), managerial leadership can be defined as leadership exercised by managers who deliberately try to influence other organizational members towards some achievement. For this reason, managers in institutions can be successful in realizing the goals and objectives of the institution as much as they can be leaders at the same time. In this case, it would be wrong to think only of leadership or only management. It can be thought that success will be achieved by blending and applying management and leadership as a whole. Managerial leadership, whose foundations were laid by Yukl (1982), Yukl and Van Fleet (1982), was shaped by the studies of the same researchers in the following years.

According to this information, publications related to managerial leadership were examined and answers to some research questions (RQ) were sought in order to realize the purpose of the research;

RQ 1: What are the findings/results of studies published in the field of managerial leadership?
RQ 2: Which methods are used (qualitative/quantitative/theoretical)?
RQ 3: Which managerial leadership characteristics and behaviors have been investigated?

According to the research questions, information about the findings/results and methods of previous studies in the literature was compiled and which features and behaviors were observed were investigated.

2. METHOD AND MATERIAL

Considering the qualitative researches, which are organized as researches to reveal exploratory and hidden information, this research was carried out as a literature review in the qualitative research design. The publications related to managerial leadership in the leadership literature were examined. The research was carried out by searching the determined databases with the keywords of *managerial leadership*. Using a purposive sampling, articles published in the field of managerial leadership were collected from the "*ScienceDirect*", "*Ebscohost*" and "*Emerald*" databases. Publications on managerial leadership were searched and 126 publications were reached from the databases. However, 82 studies, which are thought to be closer to the subject of the research, mostly related to leadership and management and managerial leadership, constitute the sample of the research. So as to reveal the information hidden in social reality in achieving the determined goals, with qualitative data analysis (Özdemir, 2010:323), the grounded theory, which allows the researcher to develop theory and is dominated by an inductive process, is used.

Grounded theory (Glaser and Strauss, 1967) which involves the process of analyzing, synthesizing and conceptualizing data systematically obtained from social research, assumes that knowledge is hidden in social reality. According to the data collected, it has been tried to show the relations between the conceptual categories and to reveal with which theoretical relations these are formed, changed, and maintained (Charmaz, 2002:4).

Corbin and Strauss (1990) explained coding in qualitative data analysis as a basic analytical process in three stages. In open coding, the researcher analyzes the collected data and conceptualizes events and actions by comparing them with others according to their similarities and differences. Conceptually similar events and actions are categorized in the same group. Discovered categories (themes) are associated with other sub-categories by axial coding and relationships are tested. With selective coding, all categories are combined around a single core category (Corbin and Strauss, 1990:12-15). Accordingly, publications on managerial leadership were examined, data collected with open coding were analyzed, and the actions were compared and conceptualized. Subsequently, conceptually similar events and actions were categorized in the same group, and the discovered categories were associated with other sub-categories by axial coding. Finally, by testing the relationships, all categories were combined around a single core category by selective coding.

3. RESULTS AND DISCUSSION

3.1. Studies and Findings

The literature review aims to present the publications in the field of managerial leadership as a whole, as well as to provide open coding according to grounded theory assumptions, that is, analyze the data, make conceptualization by comparing events and actions according to their similarities and differences. This is sort of the collection of data with open coding as explained by Glaser and Strauss (1967) and Corbin and Strauss (1990) on theory building. Studies in the field of managerial leadership are examined. A total of 82 studies published so far, which are related to the field of managerial leadership and based on Yukl (1982), were examined.

So as to develop a more effective understanding, the methods and findings/results of the studies were examined, and 43 publications whose findings and research designs were thought to be closer to the research scope are presented in Table 2. In addition, 39 publications whose data were used in the research and which can be included in the managerial leadership literature are given in the Appendix.

Table 2. Literature review and open coding of studies in the field of managerial leadership

Author(s) and Year	Method and Sample	Results/Conclusions
Worsfold, 1989	Questionnaire, 28 persons	Managers are social and communicative and must have some means to influence and motivate their employees. It is supported by the personality inventories that managers are interested in people and will establish good relations with them.
Yukl, 1989	Theoric	Major topics and discussions include leadership versus management, leader characteristics and skills, leader behavior and activities, leader power and influence, situational determinants of leader behavior, situational regulatory variables, transformational leadership, the importance of leadership for organizational effectiveness, and leadership as a qualification process.
Soucie, 1994	Theoric	Leaders are perceived as causal determining the success or failure of an organization. It has been stated that managerial leadership skills can be learned. Leaders' traits, skills, behaviors, and motivation levels are all very complex, but they can be defined in some way.
Analoui, 1995	Questionnaire, 74 persons	The most preferred management skills were determined as decision-making and effective communication. The data showed a direct correlation between the seniority of managers and the range of managerial skills and knowledge they need for their effectiveness.
Denison et al., 1995	Questionnaire, 176 persons	It shows that more effective managers display a wider variety of leadership roles and these roles are much clearer to their subordinates. It is argued that the concepts of paradox and behavioral complexity are instrumental for a better understanding of managerial leadership.
Bakan and Bulut, 2004	Questionnaire, 118 persons	Managers do not only have a management understanding in terms of their management understanding, but they show different behaviors in case of different situations.
Strutton, 2004	Theoric	Many valuable things can be learned from experience. Leaders can benefit from discovering time-tested examples of how to do the right things right and paying less attention to the latest and greatest theories.
Dobel, 2005	Theoric	While heritage does not cover all aspects of managerial leadership, it maps a broad and rich understanding of leadership and individuality associated with tutelage. Managerial leaders inherit people, institutions, relationships, expectations, and culture.
El Masry et al., 2006	Questionnaire, 31 persons	Executive general managers do not exhibit the characteristics of team managers and participatory leaders. While domestic managers adopted the liberal managerial style, foreign managers mostly adopted the autocratic leadership style.
Hendel et al., 2006	Questionnaire, 496 persons	It is reflected that experienced students are only moderately prepared for future managerial leadership roles, pointing to the need to provide students with more stimulating and supportive learning experiences.
Uğurluoğlu and Çelik, 2009	Theoric	Transformational leadership occurs when leaders value the views of their employees, encourage them, and act for the benefit of the group. Managerial leadership refers to the preservation of the current stability and order. Ethical leadership is used to establish ethics and give importance to ethical activities. It is political leadership that can effectively understand its employees and uses this knowledge to influence others.
Akroyd et al., 2009	Questionnaire, 176 persons	The importance of the leadership styles of the managers and the perceived support of the organization in the commitment of radiation therapists to the organization has been revealed. Affective and normative commitments were found to be more important than continuance commitment.
Hunt et al., 2009	Theoric	Managerial leaders are often neglected as most of the attention goes to the firm's strategic apex or to managerial leaders deeper within the system. To encourage the emergence and generation of new initiatives for change, leaders need to emphasize order of attention and networking.

Table 2. Literature review and open coding of studies in the field of managerial leadership (continued)

Author(s) and Year	Method and Sample	Results/Conclusions
Young and Dulewicz, 2009	Questionnaire, 261 persons	It provides support for an integrated approach to leadership and management selection and development by identifying four top-of-competence clusters associated with high performance to identify effective leadership and management competencies.
Hamlin et al., 2010	Critical incident technique, 55 person, 230 critical incidents.	Empirical support is offered for general and universal explanations of the nature of managerial and leadership activity. Out of 230 critical incidents, 112 examples of effective managerial behavior and 118 examples of least effective/ineffective managerial behavior were obtained. In the second stage, 25 effective and 23 effective/ineffective behavior states were determined.
Subramaniam et al., 2010	Questionnaire, 137 persons	Contrary to expectations, no significant difference was found between managers reporting to managers from the same background, in terms of a difference in leadership expectation compared to managers of different nationalities and ethnicities. The duration of the managers' relationships with their superiors has a moderating effect on the relationship between the leadership expectation gap and the quality of leader-member exchange.
Hamlin et al., 2011	Critical incident technique, 40 persons.	Because of the differences between the sectors, managers need to adopt different managerial behaviors in order to be effective in non-profit organizations. 259 effective and 191 least effective/ineffective manager/managerial leader behavior was collected from 40 senior and middle-level managers.
Wanasika et al., 2011	Questionnaire. 818 managers from 263 organizations in the 5 countries.	A common cultural characteristic for a high level of group solidarity, paternalistic leadership, and people-oriented leadership has been revealed. As a common cultural trait, ubuntu highlights a high level of group solidarity, paternalistic leadership, and humanistic leadership, with charismatic leaders often resorting to local cultural values and tools to overcome problems.
Wang, 2011	Critical incident technique, 35 persons.	From 35 managers 230 usable CIs were collected.14 related to effective managerial behaviors and 17 related to ineffective behaviors were identified. An effective manager is perceived as responsible, self-sacrificing, disciplined, fair, helpful, supportive and knowledgeable, and paternalistic and transformational leadership are expressed as effective approaches in management. A clear shift from traditional values that emphasize authoritarian management to western values that encourage participatory management is suggested.
Littrell et al., 2012	Questionnaire, 4 different regions, 344, 344, 92, 112	Significant differences were found between samples for each of the 12 leader behavior dimensions. Managerial leader behavior preferences differed between regions. It has been shown that there are markedly different "cultural areas" in China.
Patel and Hamlin, 2012	Cross-case comparative analysis	Behavioral categories have been studied on the development of perceived management and leadership effectiveness. 10 effective and 9 ineffective behavior criteria were created, and it was found that managers and non-managerial employees perceived effective and ineffective managerial behaviors in the same way.
Peterson and Peterson, 2012	Survey, 720 students	Confidence building, entrepreneurship (solving problems), friendly and thoughtful, team building, stimulating enthusiasm, representing authority, informing about responsibilities, and keeping information of employees are listed as the prevalence of managerial leadership behaviors.
Allio, 2013	Theoric	Leadership emerges or develops over time, not at a particular moment. Leadership requires both competence and integrity. Leaders use their limited abilities by allowing and mobilizing the leadership that is hidden in the organization. Today, while the power of the follower increases, the power of the leader decreases.

Table 2. Literature review and open coding of studies in the field of managerial leadership (continued)

Author(s) and Year	Method and Sample	Results/Conclusions
Goodwin, 2013	Comparative analysis, Theoric	A two-way understanding may be required to be successful in a political or managerial leadership relationship; For political leaders, this situation is found in the managerial and operational reality targeting the organization, and in the political reality such as managing with the face of a politician for managerial leaders.
Hamlin and Hatton, 2013	Pragmatic approach, 437 behavioral statements	The classification was made to infer perceived management and leadership effectiveness, which consisted of 8 effective and 6 least effective/ineffective general behavioral criteria.
Trivellas and Drimoussis, 2013	Questionnaire, 97 persons	It has been stated that managers equipped with a broad competency characterized by high levels of behavioral, managerial and emotional competencies will have greater project success. Competencies relate to efficiency, appreciation of values, openness (behavioral competencies), teamwork, customer service, systems control (managerial), social awareness (emotional).
Kuchynkova, 2013	Questionnaire, 34 persons	Women are leaders who make their work meaningful, reward creativity and pay attention to individuals and are models for their subordinates. Women have higher average scores in transformational leadership than men. It has been found that men are more prone to liberating leadership styles, and it is not possible for women to implement it. Women generate more effort and more effectiveness, and their leadership style has a more positive effect on the satisfaction of their subordinates.
Nwibere, 2013	Questionnaire, 350 persons	It has been shown that entrepreneurial managers in organizations with entrepreneurial organizational culture are more likely to apply democratic and liberating leadership styles versus autocratic leadership styles. It was stated that organizational culture and leadership styles were positively related to each other, and corporate culture was effective on managerial leadership styles.
Selvarajah et al., 2013	Questionnaire, 401 persons	In terms of perceptions of an excellent leader, strong cultural factors that mediate the perceptions of managers, non-confrontational, respectful, respect for authority, and age and gender are shown as key differentiating factors.
Yozgat and Şahin, 2013	Critical incident technique, 24 person, 207 critical incidents.	According to the results of perceived managerial and leadership effectiveness, 22 effective leadership and managerial behaviors and 19 less effective and ineffective manager and leadership behavior expressions were specified.
Blom and Alvesson, 2014	Qualitative case studies	Limited demand for managerial leadership, managerial leadership initiated by followers, and managerial leadership influenced/inhibited by followers were found.
Galvin et al., 2014	Questionnaire, 38 persons	It has been determined that there are similarities in leadership styles, and managerial leadership style is the most common in the sample. Each leader's leadership styles have different characteristics.
Raišienė, 2014	Structured interview method, 48 persons	The manager should be a leader in a team that enables people and collaboration. Leaders with professional characteristics and abilities, competencies, behaviors, and values must be able to cope with managerial challenges in today's organizations.

Table 2. Literature review and open coding of studies in the field of managerial leadership (continued)

Author(s) and Year	Method and Sample	Results/Conclusions
Bamel et al., 2015	Questionnaire, 200 persons	While the managerial effectiveness of male and female managers in the public sector is weak, female managers in the private sector show a high level of managerial effectiveness and male managers show a much higher level of managerial effectiveness; While the type of organization does not matter in managerial effectiveness for young managers, efficiency decreases from younger managers to older managers in the public sector, and middle-level managers are much more effective in the private sector.
Khan et al., 2015	Questionnaire, 75 persons	It is supported that there is a relationship between leadership/management styles and conflict management styles. It has been revealed that most of the managers belong to the category of team manager and managers use conciliatory and collaborative forms of conflict management to address any problem in the organization.
Palm et al., 2015	Qualitative content analysis 9 manager, An interview study, 27 employees	Most of the employees noticed changes in the leadership of their managers over time. The knowledge that employees perceive changes in their manager's leadership can support investment in leadership development through courses, programs, or other initiatives. Based on the interviews, five main categories were created: confidence in a leadership role, decision making, conflict handling, being supportive, and supervising study sessions.
Sözen Şahne and Şar, 2015	Questionnaire, 112 persons	In the study, which aims to determine the leadership approaches of the people who work at the executive level in pharmaceutical companies, no difference was found according to their profession, gender, age, and leadership training.
Tepper and Simon, 2015	Theoric, 17 Propositions	It has been stated that as the positive social motivation of the executive leader increases, the evaluations and negative reactions related to employee care will decrease.
Torres et al., 2015	Critical incident technique, 27 person, 250 critical incidents.	It has been stated that effective managers are supportive, caring, thoughtful, participatory, understanding, talkative, flexible, and also good problem solvers.
Kerns, 2016	Theoric	How managerial leaders behave in managing and negotiating conflict situations affects both the process and outcome of the conflict. Because conflict is a part of organizational life, executive leaders need the competency to manage conflicts in the workplace and reduce their negative effects on people. Executive leaders with the skills to manage conflict can bring out the best in individuals, groups, and organizations.
Lornudd et al., 2016	Questionnaire, 177 persons	It provides some evidence that participation in leadership development programs can improve managers' leadership behavior. No difference in effect on leadership behavior was found between the two reviews, and evaluation of the combined effect of the two separate reviews on leadership behavior showed inconsistent (ascending and decreasing) ratings by various evaluator sources.
Nguyen and Hansen, 2016	Theoric	At the individual level, leaders and managers should be prepared to adopt both roles depending on the situation, regardless of job titles.
Maijala et al., 2018	Literature review, 12 publications	Lean leadership and management factors were mainly conceptualized as skills and abilities such as problem-solving, making change, empowering, communicating, coaching, supporting, facilitating, being democratic, organizational learning, and organizational success.

The information obtained from the research findings and methods shows that while most of the studies in the field of leadership are based on quantitative research, at the same time, have been carried out both qualitative and quantitative studies in some studies, while have been done only a small amount of qualitative research and theoretical studies.

3.2. Managerial Leadership Traits and Behaviors

Data were collected as suggested by Corbin and Strauss (1990) from the studies examined to create a theory about managerial leadership, and the collected data were analyzed with open coding. At this stage of the research, data were analyzed and events and actions were compared with others according to their similarities and differences, conceptually similar events and actions (statements) were categorized and presented in Table 3.

Table 3: Axial and Selective Coding

Categories (Axial Coding)	Concepts (Selective Coding)
communication, coordination, management, continuous learning, visionary, friendly and considerate, representation of authority, competency profiles, competence, competence, efficiency, openness, teamwork, corporate culture, accommodative culture, organizational culture, self-efficacy, effort, effectiveness, ideas, managerial challenges, job return, job satisfaction, performance, managerial effectiveness, confidence in leadership, communication, managerial goals.	characteristic expressions and situations
gender, age, ethnicity, occupation, managerial level	demographic variables
democratic, managerial, charismatic, transformational, transactional, participatory, autocratic, social, organizational, strategic, ethical, visionary, transformative, paternalistic, people-oriented, liberal, political, bureaucratic, lasissez-faire, instructional	leadership styles
reinforcing achievements, long-term perspective, encouraging, maintaining stability and order, forming a team, group solidarity, building trust, entrepreneurship, stimulating enthusiasm, informing, being a role model, appreciating values, rewarding creativity, paying attention to individuals, enabling cooperation, role expressing responsibilities and responsibilities clearly, giving feedback, keeping them highly motivated	leadership behaviors
self-confidence, team manager, regularity, continuity, responsible, self-sacrificing, disciplined, fair, helpful, supportive, knowledgeable, competitive, entrepreneurial, meaningful, caring, thoughtful, participatory, understanding, talkative, flexible, good problem solver, conciliatory collaborative, innovative	leadership traits
organizational commitment, organizational performance, status, reward, management, belief dimension, employee views, perceived support, performance improvement, effective and ineffective behaviors, strategic planning	actions

Conceptual expressions are specified with axial coding and selective coding. Accordingly, studies in the field of managerial leadership; characteristically, it consists of various dependent and independent variables and factors affecting leadership, investigating leadership styles and leadership behaviors according to demographic variables.

According to the literature review and analysis, studies on managerial leadership mostly examined the characteristics and behaviors and then the conditions with a quantitative method. In the studies examined, the characteristics of the leader, what behaviors he/she displays while leading, and which conditions (situations) he/she leads are emphasized. Although leadership styles have diversified in the recent past, there are many leadership styles according to the information obtained from researches.

4. FUTURE PROSPECTS AND PRACTICAL IMPLICATIONS

Central to leadership theories is frequently the idea that leaders can be classified in either one category or the other, or that specific styles and behaviors can be matched with specific situations to produce effective leadership (Denison et al., 1995:525). However, expectations for the future are often not expressed. The concept of leadership in the future will be about dealing with the unknown and the emergence of new communication and behavior patterns (Karp and Helgø, 2008:33). In this regard, it can be said that leadership styles based on a kind of sustainable leadership will come to the fore in the future. Sustainability may be explained classically as development that meets the needs of the present without compromising the ability of future generations to meet their own needs (Anand and Sen, 2000:2033). This is not a new concept, but could also open up new routes as new leadership emphasis/guidance for existing styles. However, what is wanted to be explained for the future is not only conceptual and classical sustainability but also the sustainability of leadership. For the future and sustainable leadership, it can be explained that leaders who foresee the future from today, plan the future, are committed to the development, are visionary, and a missionary, with development and change potential, can continue their existence in the future. Leaders who plan for the future get results. Leaders who foresee the future believe that a different future is possible. Essentially, what the leader has to do is see the future, and then make others see it too. It is the leader's duty to direct people to the future, reward them when they do what is desired, and celebrate their common success.

If we need to evaluate the subject in terms of managerial leadership, from the studies in the field of managerial leadership examined in this study, the managerial leader who wants to fulfill her/him duties effectively and who wants to be a role model for individuals and groups by influencing them; also, representing authority in a visionary way, having competencies for the task, showing competence, tending to teamwork, attaching importance to corporate culture, reinforcing achievements, entrepreneurial, role model, enabling cooperation, clearly expressing roles and responsibilities, self-sacrificing, disciplined, supportive, it has been found that it should show behaviors, characteristics, and situations that are good problem solver, conciliatory and collaborative.

CONCLUSION

The historical process, which started with the examination of great men and characteristics theory, which is not unique to our day and which is the subject of many kinds of research, continued with behavioral and situational leadership theories, and various leadership styles were put forward. Transformational, transactional and managerial leadership are important leadership styles that have emerged recently. In this study, managerial leadership has been investigated which has less space in the literature compared to others.

When compare with the studies in the literature on leadership, Maijala et al. (2018) systematically examined only 12 publications in the literature review on leadership and management in managerial dimensions. Komives et al. (2005) from a different perspective also presented a model that aims to develop leadership identity using grounded theory. Although Komives et al. (2005) carried out the steps by interviewing 13 people according to the grounded theory assumptions, instead of that in the current study, examining the literature on managerial leadership, 82 publications were used. The purpose of a grounded theory is to construct/discover a theory about a particular situation based on experience/perception/data. In the current study, previously published studies in the literature were used as a tool for theory building and open coding. Thus, managerial leadership was investigated.

The managerial leader has various skills, behaviors, traits, and characteristics like every human being. However, what distinguishes the managerial leader from the others is that they have the ability to influence and lead the employees while holding a managerial position in institutions and organizations. The managerial leader demonstrates the behaviors, traits, and situations that represent a visionary authority, competent, a good problem solver, and collaborator.

Today, the presence of important leaders in the world is felt about leadership, which has existed since the past and has been the subject of various research. This is not only executive leadership in an organization but also a leadership style demonstrated by senior officials in any country. In this study, which was conducted to reveal a holistic perspective on managerial leadership, it should be noted that although the diversity of

leadership styles seems to have moved away from classical theories, classical leadership theories still maintain their importance.

Although the use of grounded theory assumptions about managerial leadership makes the research an original study, examining studies on leadership from ScienceDirect, Ebscohost and, Emerald databases are the limitations of the research. In future studies, larger studies on leadership can be carried out by increasing the number of databases and samples. In addition, a comparative analysis can be made with other leadership styles.

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Appendix. Literature review and open coding of studies in the field of managerial leadership

Author(s) and Year	Method and Sample	Results/Conclusions
Yukl, 1982	Theoric	Situational theories of leadership relate the three approaches (the traits approach, the power/influence approach, the behavioral approach) to each other and aspects of the leadership situation.
Blank, 1987	Questionnaire, 32 person	Significant differences were found in the degrees of leadership provided by principals for potential school leadership. Few were rated as strong leaders in all areas and took the initiative. It was stated that the leadership of the directors could be increased through regional policies and actions.
Dorfman et al., 1997	Questionnaire, 1598 person	Confirmatory factor analyses provided evidence for conceptual and measurement equivalence for all six leader behaviors used in the study. The findings showed cultural universality for the three leader behaviors (supportive, contingent reward, and charismatic) and cultural specificity for the remaining three leader behaviors (directive, participatory, and contingent punishment).
Molloy, 1998	Literature review	By examining the managerial grid put forward in 1964 by Blake and Mouton, leadership as the management of impact processes was revealed. It is recommended to determine whether a culture of teamwork leadership represents the best path.
Soyeon et al. 2002	Questionnaire, 205 person	Leadership styles are influenced by personal values, job characteristics, job satisfaction, organizational commitment, career progression, and personal demographics.
Aykan, 2004	Questionnaire, 150 person	Managerial, democratic, liberal, delegated and charismatic leadership characteristics were determined as the leadership characteristics of the entrepreneurs.
Collins and Holton, 2004	Meta-analytic methods, 83 studies	It has been shown that practitioners can achieve significant improvements in both knowledge and skills if adequate front-end analysis is done to ensure that the right development is delivered to the right leaders.
Natale et al. 2004	Questionnaire, 60 person	Dividing into vision, leadership, and mission categories to measure the impact of leadership in teams, leaders are not confused by their roles, but about how to apply it within a cultural and business model. Leaders are concerned with maintaining teams, and creating elite teams while practicing their profession. The successful leader knows that he is a communicator and must be ready to solve problems and initiate change.
Ceylan et al., 2005	Questionnaire, 97 person	Transformational leaders give their employees additional missions, give them a vision, make them believe that they can do even more, and make them feel confident. Transactional leaders distribute status, rewards, and money to successful employees.
Hendel et al., 2005	Questionnaire, 54 person	Compromise is the most widely used conflict management strategy. Transformational leadership significantly influenced the chosen conflict strategy.
Komives et al., 2005	Qualitative method, Grounded theory, 13 person	A 6-stage development process was presented, and 13 different students defined their leadership identities as a transition from a leader-centered view to a perspective that embraces leadership as a collaborative, relational process.
Turner and Müller, 2005	Literature review	In contrast to the general management literature, in the literature on project success factors, the project manager and leadership style or competence are not mentioned as success factors in projects.
Gedikoğlu and Bülbül, 2009	Questionnaire, 600 person	School managers performed the behaviors belonging to the belief dimension of social leadership and organizational leadership at the highest level.
Qiao and Wang, 2009	Questionnaires, case study, 260 and 42 person	Critical competencies for the success of mid-level managers; team building, communication, coordination, management, and continuous learning.

Appendix. Literature review and open coding of studies in the field of managerial leadership (continued)

Author(s) and Year	Method and Sample	Results/Conclusions
Zagoršek et al., 2009	Questionnaire, 753 person	Transformational leadership has been shown to have a strong effect on organizational learning. A direct effect is evident only in relation to information acquisition and behavioral and cognitive changes.
Doğan, 2010	Questionnaire, 522 person	School managers mostly exhibit ethical leadership behaviors. There is a difference in the dimensions of visionary, transformational and instructional leadership according to the seniority of the manager's ideas. Teachers' ideas are visionary leadership by age; According to seniority, transformational and instructional leadership dimensions differ.
Müller and Turner, 2010	Questionnaire, 400 person	The intellectual, managerial, and emotional competencies of the managers of successful projects were profiled. High expressions of one IQ sub-dimension (ie, critical thinking) and three EQ sub-dimensions (i.e. impact, motivation, and conscientiousness) in successful managers on all types of projects. More interactional styles are needed in simple projects and more transformational leadership styles are needed in complex projects.
Zeydan and Akın, 2010	Questionnaire, 102 person	Transformational leadership in the development period of the business life cycle, visionary leadership in order to realize new breakthroughs in the maturity period, and autocratic leadership behavior in the decline period cannot achieve growth.
Muchiri et al., 2011	Questionnaire, 177 person	Employees at the management level expressed vision, leadership support, and integrity, which are important in how a business unit can contribute to the effectiveness of corporate leadership. Male and non-managerial employees described effective leadership as emphasizing fairness, equality and integrity, developing staff, promoting workplace cohesion, and trustworthy. Female employees found communication, decision-making ability and support of the leader important on how a business unit can contribute to organizational leadership effectiveness.
Yılmaz and Karahan, 2011	Theoric	Leadership-related performance improvement involves a systematic process, although not a result and leaders have a significant impact on workforce turnover, productive work, and organizational morale.
Cavazotte et al., 2012	Questionnaire, 134 person	Leadership effectiveness is a direct function of the leader's transformational behaviors and an indirect function of individual differences (experience, intelligence, and conscientiousness). Emotional intelligence is associated with transformational leadership.
Hamlin and Patel, 2012	Critical incident technique, 36 person, 313 critical incidents	Multi-case/international comparative analysis revealed a high degree of similarity and relative generalization between Romanian and British findings. A total of 57 behavioral expressions were identified, of which 30 were effective and 27 were examples of least effective/ineffective managerial behavior.
Uysal et al., 2012	Questionnaire, 525 person	Autocratic, charismatic, and liberal leadership styles decrease work productivity, while transformational and paternalistic leadership styles increase work productivity.
Anderson, 2013	Questionnaire, 521 person	It shows that managerial coaching is not a one-way, directive, and performance-oriented management tool. Managerial coaching requires accepting the relational and social constructivist features of leadership processes that reduce the hierarchical gap between leaders and followers.
Bhardwaj and Punia, 2013	Literature review	Competencies of effective and successful managers in India are not fully developed and insufficient research studies have been done.
Chen and Li 2013	Questionnaire, 591 and 122 person	While culture differs in the effectiveness of spiritual leadership, position hierarchy (managerial and non-managerial positions) is not the measure between the intrinsic motivations of spiritual leadership and in-role/out-of-role performance.
Chapman et al., 2014	Questionnaire, 78 person, critical incident 6 leader	Dominant leadership styles are democratic, participatory, and authoritarian. All leaders showed evidence of active leadership. Organizational culture, context, individual disposition, and "history of style" have emerged as important factors in determining the use of leadership styles.

Appendix. Literature review and open coding of studies in the field of managerial leadership (continued)

Author(s) and Year	Method and Sample	Results/Conclusions
Cho and Poister, 2014	Questionnaire, 3691 person, structural equation modeling	Various management practices are associated with teamwork and organizational performance—trust in the leader, trust in the leadership team, and trust in the manager. Performance appraisal and communication are associated with trust in the manager. While trust in the leader is directly related to performance, trust in the leadership team and trust in the manager is more likely to affect performance through teamwork.
Hamidifar, 2014	Questionnaire, Interview 38 person	The main challenges were categorized into two themes: internal and external environmental factors. Internal challenges were subdivided into management and managerial affairs, financial issues, organizational culture, and student affairs. External challenges were subdivided into political, economic, social and technological factors and international and national competitions.
Stenvall et al., 2014	Focus groups 5+5+7 interviewees	Middle managers understand polyphonic leadership as a process with a beginning and an end.
Trivellas and Reklitis, 2014	Questionnaire, 132 person	Managers are equipped with high-level leadership competencies to produce increased levels of job returns, namely job satisfaction and job performance. Leadership competencies associated with the innovator, manager, and mentor roles contributed the most to managerial effectiveness, thereby obtaining specific directions for managerial action.
Yıldırım and Elbaş, 2014	Questionnaire, 40 person	A positive relationship was found between the effective managerial goal-setting performance of middle managers and their leadership characteristics such as clearly expressing roles and responsibilities to employees, giving feedback to them for their development, keeping employees highly motivated within the team, and effective goal setting performances.
Akyurt et al., 2015	Questionnaire, 1785 person, structural equation modeling	A significant and positive effect of instrumental and transactional leadership on organizational commitment and job satisfaction has been revealed. There is no significant effect of transformational leadership on positive attitudes towards the organization and work, and the effect of job satisfaction on organizational commitment is quite high.
Balkar and Kalman, 2015	Questionnaire, 3159 person	The most important variable used to distinguish countries is instructional management within the scope of instructional leadership. It would be beneficial to include the subjects of instructional leadership and school climate in management training.
Gould et al., 2016	Theoric	The terms management and leadership are often used interchangeably in relation to the organization and delivery of health services.
Lawrence, 2017	Literature review, 60 references	It suggests that a systemic approach would be more efficient than traditional approaches that focus on individual behavior.
Semuel et al. 2017	Questionnaire, 40 person, Structural Equation Modelling	Leadership affects company performance directly or indirectly as a variable that comes together through innovation and differentiation. While leadership does not directly affect the differentiation strategy, it does indirectly through innovation.
Giudici and Filimonau, 2019	Interviews, 14 person	In the study, it was found that the leadership capacity of managers was related to their personal and interpersonal competencies. On a personal level, poor motivation and interaction skills reduce the team performance of the event. At the interpersonal level, insufficient recognition of the efforts exerted by the individual team members as well as by the whole team serves as a barrier.
Graves et al., 2019	Questionnaire, 152 person	Active environmental leadership of the senior manager (transformational, contingent reward, and exceptionally active management) was positively associated with the pro-environmental behavior of employees. Passive-avoidant environmental leadership of managers (passive management by exception and liberating) was negatively associated with pro-environmental behavior.