

A New Global Leadership Paradigm In The 21st Century

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Abstract: As the speed and dimensions of globalization increase, it has become more important to evaluate local and global processes in a harmonious manner in leadership processes. Having a global perspective is seen as the key to sustainability. There are many studies on the leaders who have taken place in Turkey so far. However, in the research on the leadership of Recep Tayyip Erdoğan, whose leadership process is still ongoing in terms of the leadership model in the history of the Republic of Turkey, new research is needed, especially in the context of global leadership qualities. For this reason, a total of 34 different interviewees, consisting of experts in disciplines, were reached with semi-structured interview questions. The results of the research reveal that Erdoğan basically displays a proactive foreign policy in the axis of global leadership and develops an independent policy against imperialism and westernization in Turkey. Interviewees generally stated that Erdoğan adopts an approach that serves world peace. In addition, among the themes discovered, there are the unifying approaches that support each of the Turkic republics and Islamic countries, the sympathy of peoples outside of Turkey, and the respectability of world leaders. Among the leading personal leadership features, such as rhetoric, charisma, hardworking, being a follower of work, taking risks, being courageous, having quick insight, and having a strong memory have emerged. It has been discovered that Erdoğan’s personal and value-oriented characteristics are in harmony with each other. The results support the results of previous studies.

Keywords: Global leadership, value-oriented leadership, Recep Tayyip Erdoğan, proactive foreign

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21. Yüzyılda Yeni Bir Küresel Liderlik Paradigması

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Öz: Küreselleşmenin hızı ve boyutları arttıkça, liderlik süreçlerinde yerel ve küresel süreçlerin uyumlu bir şekilde değerlendirilmesi daha önemli hale gelmiştir. Küresel bir bakış açısına sahip olmak sürdürülebilirliğin anahtarı olarak görülmektedir. Türkiye’de bugüne kadar yer almış liderlerle ilgili birçok çalışma bulunmaktadır. Ancak Türkiye Cumhuriyeti tarihinde liderlik modeli açısından liderlik süreci halen devam eden Recep Tayyip Erdoğan’ın liderliği üzerine yapılan araştırmalarda özellikle küresel liderlik nitelikleri bağlamında yeni araştırmalara ihtiyaç duyulmaktadır. Bu nedenle yarı yapılandırılmış görüşme soruları ile disiplinlere uzmanlardan oluşan toplam 34 farklı görüşmeciye ulaşılmıştır. Araştırmanın sonuçları, Erdoğan’ın temelde küresel liderlik ekseninde proaktif bir dış politika izlediğini ve Türkiye’de emperyalizme ve batılılaşmaya karşı bağımsız bir politika geliştirdiğini ortaya koymaktadır. Görüşmeciler genel olarak Erdoğan’ın dünya barışına hizmet eden bir yaklaşım benimsediğini belirtmişlerdir. Ayrıca keşfedilen temalar arasında Türki cumhuriyetlerin ve İslam ülkelerinin her birini destekleyen birleştirici yaklaşımlar, Türkiye dışındaki halkların sempatisi ve dünya liderlerinin saygınlığı vardır. Kişisel liderlik özelliklerinin başında hitabet, karizma, çalışkanlık, işin takipçisi olma, risk alma, cesur olma, hızlı kavrayışa sahip olma ve güçlü bir hafızaya sahip olma gibi özellikler ortaya çıkmıştır. Erdoğan’ın kişisel ve değer odaklı özelliklerinin birbiriyle uyumlu olduğu da keşfedilmiştir. Sonuçlar, önceki çalışmaların sonuçlarını desteklemektedir.

Anahtar Kelimeler: Küresel liderlik, değer odaklı liderlik, Recep Tayyip Erdoğan, proaktif dış politika, risk alma

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نموذج القيادة العالمية الجديد في القرن الحادي والعشرين

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الملخص

مع زيادة سرعة وأبعاد العولمة ، أصبح من المهم تقييم العمليات المحلية والعالمية بطريقة متناغمة في عمليات القيادة. حيث يُنظر إلى وجود منظور عالمي على أنه مفتاح الاستدامة. هناك العديد من الدراسات حول القادة الذين أخذوا مكان في تركيا حتى الآن. ومع ذلك ، في البحث حول قيادة رجب طيب أردوغان ، الذي لا تزال عملياته القيادية جارية من حيث نموذج القيادة في تاريخ جمهورية تركيا ، هناك حاجة إلى بحث جديد ، لا سيما في سياق صفات القيادة العالمية. لهذا السبب ، تم الوصول إلى مجموعة 43 من المحاورين المختلفين ، المكونين من خبراء في التخصصات ، من خلال أسئلة مقابلة شبه منظمة. وكان 92٪ منهم متخصصين بدرجة دكتوراه أو أعلى تكشف نتائج البحث أن أردوغان يعرض بشكل أساسي سياسة خارجية استباقية في محور القيادة العالمية ويطور سياسة مستقلة ضد الإمبريالية والتعريب في تركيا. وقد ذكر المحاورون عمومًا أن أردوغان يتبنى نهجًا يخدم السلام العالمي. بالإضافة إلى ذلك ، من بين الموضوعات التي تم اكتشافها ، هناك مقاربات موحدة تدعم كل من الجمهوريات التركية والدول الإسلامية ، وتعاطف الشعوب خارج تركيا ، واحترام قادة العالم. ومن بين سمات قيادة الشخصية القيادية ، مثل الخطابة والكاريزما والعمل الدؤوب ومتابعة العمل والمجازفة والشجاعة وامتلاك البصيرة سريعة والذاكرة قوية. لقد تم اكتشاف أن خصائص أردوغان الشخصية والموجهة نحو القيم تتسجم مع بعضها البعض. وتبين أن النتائج تدعم نتائج الدراسات السابقة.

الكلمات المفتاحية: عالمية، القيادة، القيادة ذات القيمة، رجب طيب أردوغان، سياسة خارجية استباقية، مجازفة

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Introduction

It is seen that events and situations become scenarios that require a deeper perspective every day. Thus, the uncertain and chaotic processes that reveal the inversion of known facts indicate the need for new levels of consciousness.¹ In times of hard transformation, the leadership phenomenon that can maneuver powerfully without being thrown away can make economic, political, technological, etc. by directing the processes as necessary. It is necessary to successfully bring a new dimension to the leadership processes by providing leadership and management of these features with a universal perspective at both global and local levels.² However, despite the end of the industrial golden age, the functions of systems globally are losing their objectivity as the industrial mentality still persists.³ It is explained that the reason why the civilizations within the scope of the research are wiped off the face of the earth is that any external attack did not lead to the destruction of these civilizations, but because they lost control over their environment. When the leadership characteristics defined as the creative elites literally disappear and these characteristics only become the dominant minority, these civilizations almost begin to decay. The approach of the leaders, which turns into a demand for obedience instead of a natural obedience, has become a historical scenario in which their civilizations will end.⁴ In this perspective, the aim of the research is to explain which values should be focused in order for the global leadership phenomenon to contribute to sustainability. For this purpose, it may be possible to make theoretical and practical contributions to the leadership processes by examining the leadership model of Recep Tayyip Erdoğan, who has assumed the leadership of Turkey for a long time and is still active. For this reason, the leadership model maintained by Erdoğan has been discussed on the basis of global leadership approaches.

Focusing on the vision to be clear in the face of complex, ambiguous, and incomprehensible realities, and having a quick foresight based on leadership are among the elements of agile leadership. In addition, being reliable, transparent, and agile in making decisions, albeit intuitively, in this uncertainty by relying on wisdom when necessary, and taking responsibility for the decisions taken, also comes to the fore on this basis. In short, a second

1 Thomas S. Kuhn, *The Structure of Scientific Revolutions* (Chicago: University of Chicago Press, 1970).

2 Joanna Story, "Global Leadership: A Developmental Approach," *International Journal of Leadership Studies* 6 (2011).

3 Ronald Inglehart, "Globalization and Post Modern Values," *The Washington Quarterly* 23, no. 1 (2000).

4 Arnold J. Toynbee, "A Study of History," *Oxford University Press* X, no. I (1960)..

VUCA (vision, understanding, clarity, agility) is suggested as a solution in terms of the manageability of the features described as the world of VUCA (volatility, uncertainty, complexity, ambiguity). Agile leaders are needed to develop these features based on the proposed solution. In this direction, the main question of this research is to evaluate Erdoğan, who has been the leader of Turkey for the longest time in the world (VUCA) experienced in the current period and still continues this task, in relation to transformational and global leadership and with which values he continues on his way. In this study, the main reasons for analyzing Erdoğan's leadership are that he has been involved in Turkey's social, political, and global processes for a long time and he still actively manages these processes. In this direction, although there are studies examining Erdoğan based on political leadership, there is also a need for new studies investigating his global leadership and value-oriented leadership. In this direction, the main question of this research is to ask what kinds of global leadership characteristics Erdoğan has, and with which values he acts. By maintaining the leadership of Turkey for the longest period, he became a leader continuing for the longest time period among other leaders in the world. Moreover, with such a study, it may be possible to obtain results that will shed light on the objective development of the perspectives of the country's leaders and actors in the social and political arena. Moreover, it can contribute to the development of sustainable social projects in focal points where global and local contexts overlap.⁵

It is expected that Erdoğan's leadership characteristics will be discussed in context within the framework of leadership theories and will shed light on future studies in theory and ongoing leadership processes in practice.

I. Theoretical Framework

The concept of leadership has been differentiated into the personality period, which includes the first official leadership theories, basically the Great Man Period and the Traits Period. ⁶ In the early behavior age, Reinforced Change Theory, Ohio State Studies, and Michigan State Studies are included. Management Pore Model Model, Four Factor Theory and X and Y Theories are available in the late behavior age. With the onset of the Contingency Age, which includes environmental approaches in leadership theories, the Environmental

5 Müzeyyen Bilge Çıragöz and Osman Kürşat Acar, "Recep Tayyip Erdoğan'ın Sahip Olduğu Liderlik Tarzı: Balkon Konuşmalarının İçerik ve Söylem Analizi ile Değerlendirilmesi," *Kastamonu Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi* 23, no. 1 (2021).

6 Robert J. House, "A Path Goal Theory of Leader Effectiveness," *JSTOR (Journal of Stor)* 16 (1971).

Approach and Open System Model were explained respectively by theorists. With these developments which are of critical importance in the history of leadership and management, theoretical perspectives were also deepening and witnessing new predictions. With the further development of contingency approaches, the view that leadership will also be shaped based on context has gained dominance within the framework of Contingency Dependency Theory. In this context, Goal-Path Theory, Situational Leadership Theory Multiple Connection Model, Normative Theory have been put forward and discussed.⁷

When the leadership theories covering the Interactional Age are examined, the theories developed especially within the framework of leader-member interaction stand out. Then, in the Age of Anti-Leadership, the Attribution Approach takes place within the framework of the Uncertainty Period. After that, in the culture period, the leader is considered an element that affects the organizational culture and creates change based on expectations and values. In the Transformational Age stage, the Charisma Period and Charismatic Leadership Theory, and Transformational Leadership Theory were discussed.⁸

Finally, within the framework of Modern Leadership Theories, Charismatic Leadership, Transactional Leadership, Laissez-faire Leadership, Transformational Leadership, Strategic Leadership, Visionary Leadership, Servant Leadership.

Charismatic leadership is defined as followers attachment to the extraordinary (charismatic) qualities of the leader Accordingly, it can be said that charismatic leaders derive their strength from their beliefs and values. In addition, the charismatic leader has been interpreted as the type of leader that motivates his followers on the basis of vision by influencing the environment he is in through his persuasion and communication skills, and charm. Examples of charismatic leaders can be expressed such as M. Luther King, Mother Teresa and M. Kemal Atatürk.⁹

The most critical feature of transformational leadership (TL), on the other hand, is that the leader has the capacity to change the needs, beliefs, and values of the followers and is able to achieve this. A leader has a quality that can activate the process of change and transformation by having a vision and sharing it with his followers.¹⁰ It is known that in the last forty years, important and instructive findings have been produced on the concept of transformational

7 Gary A. Yukl, *Leadership in organizations*, Upper Saddle River, (New Jersey: Upper Saddle River, 2002).

8 Jeffrey Pfeffer, "The Ambiguity of Leadership," *Academy of Management Review* 2 (1977). p. 110.

9 Jay Conger and Rabindra Kanungo, "Toward a Behavioural Theory of Charismatic Leadership in Organizational Settings," *Academy of Management Review* (1987).

10 Tamer Koçel, *İşletme Yöneticiliği* (İstanbul: Beta Yayınları, 2001).

leadership, and its strong impact on followers has been underlined.¹¹In addition, the four categories of TL include intellectual leadership, reformist leadership, revolutionary leadership, and charismatic-heroic leadership.¹²Although Atatürk is a charismatic leader, he can be exemplified exactly on the basis of the “revolutionary leadership” of the transformational leadership, as he was able to make the transition from the sultanate to the republican administration as a result of tough struggles. Among the common characteristics of transformational leaders, personal characteristics such as inspiring their followers, never giving up on their vision even in difficult situations, having quick intelligence, and planning power can be mentioned. Aliya İzzetbegovic, one of the leaders who have the characteristics of an intellectual leader (IL), collected his works that reveal his philosophical background in the book “My Escape to Freedom” after he was released from prison (İzzetbegovic, 2003). The leadership initiated by Rauf Raif Denktaş against enosis in Cyprus is one of the important examples of transformational leadership, which despite being full of tough struggles, resulted in success and led to the establishment of the Turkish Republic of Cyprus.

Functions related to strategic leadership are stated as making strategic decisions, establishing relationships with external stakeholders, performing human resource management activities, motivating and influencing, managing information, overseeing operations and administration, managing social and ethical issues, and managing conflicting demands

Within the scope of strategic leadership, the President of the USA, Barack Obama, Bush operated with an opposite leadership understanding and strategy. In its strategic approach, isolationism was targeted as the main American foreign policy, and liberalism’s cooperative multilateralism method was adopted (e.g. McDonald & Parent, 2011). When Turkey’s President Erdoğan is examined within the scope of strategic leadership, it is seen that he has a feature that can take practical steps in an authoritarian and radical way by determining long-term strategic goals.¹³

In addition to these, according to the servant leadership approach put forward under the leadership of Greenleaf, the basic emotion that dominates the behavior of the individual is to serve. Here, being servant is to be understood as an altruistic dedication to the needs of other people without

11 Murat Kasimoğlu and Djihane Ammari, “Transformational Leadership and Employee Creativity Across Cultures,” *Journal of Management Development* (2020).

12 David M. Boje and Carl Rhodes, “The Virtual Leader Construct: The Mass Mediatization and Simulation of Transformational Leadership,” *Leadership* 1, no. 4 (2005).

13 Sydney Finkelstein and Donald C. Hambrick, *Strategic Leadership, Top Executives and Their Effects Organizations*. (Minneapolis/St. Paul: West Publishing Company, 1996).

any thought of self-benefit. The servant leader, who sees himself at the zero point, goes beyond the self-concept and prioritizes the “we” instead of “you and I”. The reason for this is that one of the most important tasks of every living thing is to serve purposes such as love, tolerance, human values, and change. In the Patterson Servant Leadership Model, the servant leader; has been defined as a person who has humanistic values, is humble, altruistic, visionary, trusted, supportive, and provides service to employees, an altruistic approach the leader.¹⁴

Leadership is a process in which deliberate influence is exerted by an individual to direct, structure, and facilitate activities and relationships in a group or organization.¹⁵ However, when it comes to global leadership, it should be taken into account that it is a concept that cannot be mentioned so simply. Perspectives on the concept of the global vary widely among stakeholders. On the one hand, globalization is a concept that belongs only to the business world, on the other hand, the meaning of globalization is human needs, ecological environment, sustainability, etc. It is embraced to its widest extent by including the concepts. However, the dizzying pace of change creating highly competitive environments is among the topics discussed, ignoring global values and posing a deadly threat to humanity and its survival. The global or global leadership approach reflects the context in which leadership is most generally, namely globalization. Among the common features in the definitions of many researchers who define global leadership is the ethnic origin, religion, language, etc., which appeal to universal values beyond borders. has the ability to lead in complex and uncertain environments with many differences.¹⁶

Based on the International Organizations Network (ION) leadership model, it is predicted that when the cause and content of complexity are understood, globalization can be understood, and thus what is needed in organizational processes will become clear.¹⁷

One of the most important aspects of the global leadership perspective is making decisions by considering the benefits of all stakeholders around the world, and its implementation is of critical value from a global perspective (Knoll & Sternad, 2018). The width of borders, which is the second basic dimension of globality, includes the arrangement of connections that provide the integrity of cultural, geographical, political, legal, religious, economic,

14 Kathleen A. Patterson, “Servant Leadership: A Theoretical Model” (2003).

15 Yukl a.g.e., p. 413.

16 William B. Joiner and Bill Joiner & Stephen Josephs, *Leadership Agility* (USA: Wiley, 2008).

17 Mark E. Mendenhall and Allan Bird, “In Search of Global Leadership,” *Organizational Dynamics* 42 (2013).p. 167.

and educational dynamics and the coordinated flow of these networks. While the width of the borders is a critical element for the effectiveness of global leadership, it also affects the performance in the complexity dimension.¹⁸

“The global leader must adapt to change and cope with the complexity of interpersonal relationships to thrive in an environment of uncertainty consisting of cultural differences in values, beliefs, attitudes, and behaviors”. Moreover, the vision of global leadership includes a long-term period that includes a century, apart from the short-term period.¹⁹

Researchers emphasize that a global leader should have a global mindset and new knowledge and skills in this direction. It is also discussed that global leadership is needed, which aims at world peace and aims sustainability in the face of the growing ecological problems experienced in recent years. Examining the decisions and attitudes taken by leaders in the last quarter of this century may be useful to gain a realistic perspective.

Global leadership today must follow a mindset that embraces a global worldview and takes careful actions and behaviors to recognize the connection between the planet and humanity. Thus, it must have a leadership quality that affects positive environmental and social change through personal and organizational choices. In the light of the given approaches, this study seeks the answer to the question “What is the global strategy of Recep Tayyip Erdoğan as a political leader? What kind of global approach does it have?”²⁰

The aim here is to discover what leadership qualities Erdoğan has in gaining a truly global approach and leadership effectiveness in a global capacity. The results of the study aim to contribute to making the complexity and uncertainty more understandable by bringing theoretical and practical expansions to the leadership processes experienced today.

2. Methodology

In this study, qualitative research methods were adopted. Because the purpose of the research is to understand, comprehend and explore. Also, by examining the concept of leadership through Erdoğan, social facts, social structures, and contexts are taken into consideration. Qualitative research

18 Jun Yi Hsieh and Kuotsai Tom Liou, “Collaborative Leadership and Organizational Performance: Assessing the Structural Relation in a Public Service Agency,” *Review of Public Personnel Administration* 38, no. 1 (2018).p. 89

19 Elizabeth A. Tuleja, “Developing Cultural Intelligence for Global Leadership Through Mindfulness.,” *Journal of Teaching in International Business* 25 (2014), p. 5-6.

20 Richard M. Wielkiewicz and Stephen P. Stelzner, “An Ecological Perspective on Leadership Theory, Research, and Practice,” *Review of General Psychology* 9, no. 4 (2005), p. 15.

provides the investigation of social and cultural experiences. Since interviews conducted in this direction will contribute critically to the understanding of experiences, it is possible to make in-depth informational exploration.

The sample of the study was determined as “purposive”. Purposive sampling is widely used in qualitative research as the most effective non-probability sampling method to study a particular social phenomenon and cultural field with knowledgeable professionals.²¹

It is critical to identify a sampling strategy that increases the credibility and transferability of the research. Moreover, reliability in qualitative research depends on the richness of the data obtained in the data collection process, the analytical and observational skills of the researcher, and the suitability of the participants. For this reason, semi-structured interview questions were prepared within the scope of qualitative research methods. The opinions of colleagues who were thought to have an idea about these characteristics of Erdoğan, people who knew him during his childhood and youth, and also experts from different disciplines were consulted. By interacting with the interviewees for a long time, it is consulted whether they thought of any other explanation. Thus, the credibility criterion, which corresponds to internal validity in qualitative research, is met in this research. The transferability, which indicates the external validity of the research, is supported by choosing the purposeful sampling method and making a detailed description of the interview environment. To ensure the objectivity of the research, it is tried to determine whether the data confirmed each other by referring to the secondary data sources that were previously published or filmed. In addition to these, it is aimed to reach data richness and consistency by making use of biographical information. In terms of trustworthiness, the study was presented with the opinions of expert researchers and their evaluations were taken. Besides, the interview processes are described in detail.

2.1. Interview Questions

Erdoğan, whose leadership model has been researched, acts on the global plane by staying on the axis of the cultural and traditional values of his country. Discovering which values and contexts they take into account in order to understand their attitudes and movements at the global level will also help to reveal their leadership characteristics. Accordingly, questions were prepared to reveal Erdoğan’s value-oriented features. For example, “Can you

21 Michael Quinn Patton, “Qualitative Research and Evaluation Methods,” Sage Publications-Thousand Oaks (2002), p. 45.

share your thoughts on Erdoğan’s leadership approaches on developing high ethical standards in the society, ensuring honesty, humility, unity, and integrity among the members of the society?” question has been asked. Other questions can be found in the Appendices of this study.

Table 1. Demographics of Interviewees

DEMOGRAPHICS	CATEGORY	%
AGE	39 and below	2
	40-49	3
	50-59	40
	60-69	31
	70 and above	24
GENDER	FEMALE	12
	MALE	88
MARITAL STATUS	MARRIED	91
	SINGLE	9
EDUCATIONAL LEVEL	HIGH-SCHOOL	1
	UNDERGRADUATE	65
	MASTER	5
	DOCTORAL (P.hD)	29
POLITICAL EXPERIENCE (Year)	19 and below	4
	20-29	17
	30-39	22
	40-49	23
	50 and above	34

As a result, 33 interviewees were reached. At the end of each question directed to each interviewer, the participant’s confirmation was obtained by explaining how the subject was understood by the interviewer. Thus, the degree of reliability of the research was also increased. The sample generally consists of people who have worked closely with Erdoğan. Also, people who know about Erdoğan’s childhood or youth period or have information through close people are also in this sample group. Therefore, Erdoğan’s both personal and leadership characteristics can be tried to analyze correctly. Only one of the interviewees is a high school graduate, while the others have received education at the level of Bachelor, Master, and Doctorate. In this context, the interviewees worked with Recep Tayyip Erdoğan, had close contacts and established relationships with him in different contexts. These persons; 26% are bureaucrats and politicians, 26% are representatives of non-governmental organizations, 21% are academicians, 15% are business representatives and 12% are communicators. Within the scope of the research, care was taken to

collect data sets based on different specializations such as history, management sciences and political sciences with a divergent approach. This study includes 30 male and 4 female interviewers aged 35-72 years. The interviews were recorded with a voice recorder. Transcribed using appropriate devices. It was then read several times and verified for accuracy. Another expert researcher also examined the data and agreed. N-Vivo data analysis program was used and empirical data were obtained by analyzing the data with content analysis method.

2.2. Analysis Strategy

As a qualitative data analysis strategy, content analysis was applied to understand and interpret the meanings of the raw data. Through this analysis, data is identified, analyzed, and reported based on the themes in it. The thematic analysis method helps to define and organize the dataset in a rich and detailed way. ²²After the data were collected through semi-structured interviews, it was transcribed. Afterward, all of the transcribed transcripts were read several times. Open coding was carried out without using any pre-existing coding framework. Then the coded data were categorized under certain meaningful themes. These themes were then reviewed and interpreted in the light of relevant theories. These steps were carried out independently by two researchers. Subsequently, the researchers came together and reached a common understanding. The analysis processes were carried out within the N-Vivo 12 program. The findings obtained from the interviews were compared with Erdoğan's written biography to increase the trustworthiness and transferability of the results.

3. Findings

In the data collected through semi-structured interviews, 12% of the participants are women and 88% are men, while the average age of female interviewers is 48; The average age of male participants is 61. Moreover, 29% of the participants have a doctorate, 5% have a master's degree, 65% have a bachelor's degree, and 1% have a high school education. Of the interviewees, 91% of whom are married, 9% are single, 24% are 70 and over, 31% are 60-69, 40% are 50-59 and 3% are 40-49, and 2% are 39 years and below years old. The political experiences of the interviewees are; 34% vary between 50

22 Braun Virginia and Clarke Victoria, "Using Thematic Analysis in Psychology.," *Qualitative Research in Psychology* 3, no. 3 (2006), p. 82.

and above years, 23% between 40-49 years, 22% between 30-39 years, 17% between 20-29 years, and 4% 19 and below years.

The analysis of the research data was carried out by two different expert researchers independently. N-Vivo 12 program was utilized. Qualitative analysis findings are given in Table 2.

Among the categories that emerged as Erdoğan's personal characteristics, rhetoric and diction, being brave and self-confident, being charismatic, having a strong memory and understanding, being loyal, honest and sincere, compassionate, merciful, modest, stable, hardworking, faithful, and persuasive explored to be high. Besides, these categories include guiding, risk-taking, creating a sense of trust, pro-equality and justice, being a man of the people, making decisions as a result of the consultation, being solution-oriented, determined and foresighted, keeping track of works, taking part in political processes from a young age, having Kasımpaşa culture and not being vindictive characteristic.

In the category of Erdoğan's value-oriented leadership characteristics, on the other hand, the categories of reflecting values in attitudes and behaviors towards people, providing for the needs of disadvantaged individuals and increasing their status in the society, sensitivity to ensuring high ethical standards in the society, having a vision that unites the social segments have emerged.

According to the results of the analysis, Erdoğan's leadership characteristics make a difference compared to other leaders. These are; he has leadership characteristics from birth and reinforces these characteristics over time. Moreover, it has been revealed that his personal characteristics are in harmony with his leadership characteristics. These are explored as being risk-taking and challenging, having superiority over his competitors with his body language, ability to set a strategy, being an organizer, and having servant leadership characteristics.

Lastly, Erdoğan's global leadership characteristics include developing an independent policy against imperialism and westernization in Turkey. In addition, Turkey's leadership to exhibit a proactive foreign policy comes from the fact that it has carried out works that serve world peace. In addition, the categories that Turkey exhibits unifying approaches that provide support in all Turkic republics and Islamic countries, that people outside of Turkey feel close to it, and that it has gained prestige among world leaders have been formed.

Figure 1. Recep Tayyip Erdoğan's Global Leadership Features

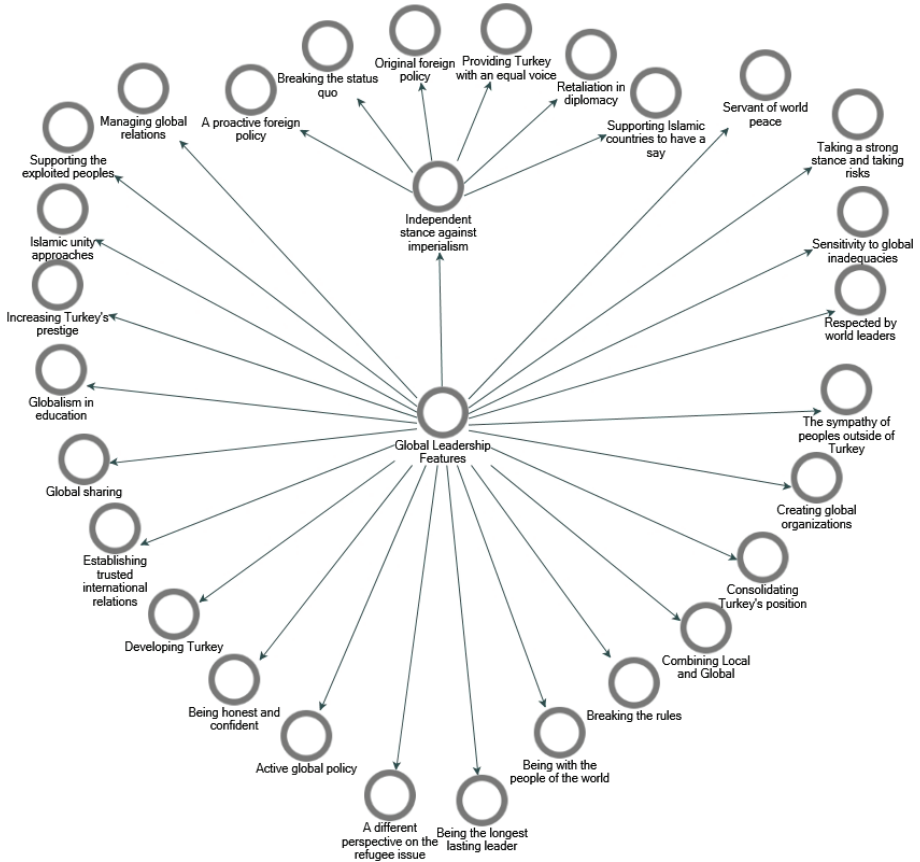
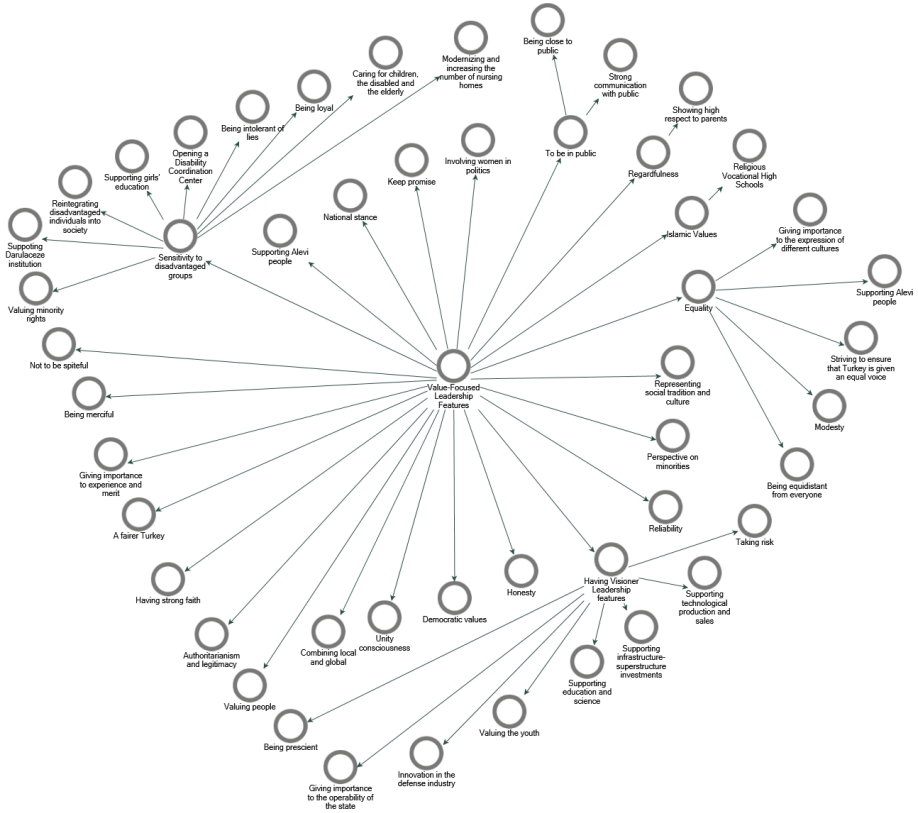


Figure 2. Recep Tayyip Erdoğan’s Value-Focused Leadership Features



4. Discussion

In this study, the global leadership quality of Erdoğan, which also includes value-oriented leadership, has been evaluated. First of all, within the framework of his value-oriented leadership characteristics, Erdoğan's consideration of universal, individual, spiritual, and national values is striking.

According to the results of the research, it has been seen that Erdoğan's leadership style has predominantly transformational leadership and servant leadership characteristics. In fact, Erdoğan's aim is to create a transformation based on a long-term vision. In the big picture, there is a Turkey, based on national values, independent of the economic and social policies of western imperialist countries. In this respect, values such as honesty, hard work, compassion, justice, trust, courage, and humility, which are leadership skills and values found in effective leadership taxonomy are the elements that form common aspects of the servant leadership theories. It has been revealed that Erdoğan's leadership type has servant leadership elements that include effective leadership values. These results are also supported by previous studies. As an example of servant leadership, in the interviews, "A leader who sees the chuckhole at three o'clock in the night is looking for a post manager, not a general secretary or something. He's calling the manager directly, "Fix this chuckhole." description can be given as an example.²³

Besides, Erdoğan is a leader in the reformist category of transformational leadership as he is a leader who pioneers structural reforms in the fields of transportation, health, science and technology, economy, energy, defense, communication, and social security. It is also possible to evaluate him in the category of charismatic leadership with its behavioral and rhetorical characteristics. Considering that the type of leader who has the most desired leader characteristics by the Turkish society is the charismatic leader type traditional social values constitute the basis of Erdoğan's vision. Also, these values strengthen his charismatic leadership features combined with his personal features such as being hardworking, courageous, confident, and modesty.²⁴

Among the common features of leaders in Turkish management culture, a leader's commitment to traditions, charisma, loyalty to the state, and social policies are important (Yolcu, 2019; Taneri, 1997). So, it can be aforementioned that Erdoğan's political leadership with the vision of national stance and

23 Oğuz Göksu, «Siyasal Liderlikte Yeni Bir Model Önerisi: Recep Tayyip Erdoğan Örneği,» Gaziantep Üniversitesi Sosyal Bilimler Dergisi 18, no. 3 (2019), p. 1076.

24 Boje ve Rhodes a.g.e., p. 410-411.

implementation of social policies that cover all segments of society, from minorities to disadvantaged groups.

“He thinks that it is absolutely necessary to pave the way for the youth with the constitutional amendment, laws, regulations, and circulars enacted with the aim of ending all kinds of differential treatment that prevents disadvantaged groups from enjoying their rights and freedoms equally...”

Besides, in this study, in which Erdoğan’s global leadership basis is evaluated, as Mendenhall and Bird explained in their global leadership approach, his directing the existing relations between stakeholders and stakeholder systems within the framework of his own vision reveals Erdoğan’s global leadership vision.²⁵ For example, one of the interviewees said, “We have become a country that has not borrowed from the EU but has closed its debts. There are industrial investments. Many people criticize such roads, but it is clear that there will be no industrial investment in a country where there is no transportation” as evident from his words. As an example, one of the interviewees said about Erdoğan within the scope of global leadership, “But I have heard; There are things to be done about petroleum, about borders. Regarding these, people are making a planned attempt outside, that is, when we come to 2023, we are not in a position to put the agreements made in 2023 into effect and say what is here, this is ours, this place would be like this. They tried to treat us the same other states destroyed by them.. At this point, he has brought Turkey to the position of having a say at the table, with different moves, let alone Turkey being their toy.” he said. On this basis, a leadership phenomenon that can maneuver strongly without being swept away in times of hard global transformation is exhibited by Erdoğan.

On the one hand, leadership is determined and stable, taking risks, self-confidence, considering ethical values, foresightedness, and being visionary while it is evaluated as a process in which the qualities are evident (Erçetin & Hamedoğlu, 2013). It is also stated that the leader should have the characteristics that can keep up with the change in a world where globalization is developing rapidly and managed by respecting cultural differences and diversity.²⁶ Accordingly, it is also explained that Erdoğan has these kinds of characteristics. For example, “He went to Libya -maybe if there was another place he might not have gone-. It means taking a risk. See, it’s also like changing the balances out there. The government in Libya might have collapsed long ago if Turkey hadn’t gone. If Turkey had not sided with Qatar, maybe they would have staged a coup in Qatar”, which includes many of the above-mentioned qualities.

²⁵ Mendenhall and Allan Bird a.g.e., p. 175.

²⁶ Şule Erçetin, *Lider Sarmalında Vizyon*. (Ankara: Nobel Yayınları 2007), p. 268.

To the different cultures living in Turkey during his leadership; For example, it is seen in many initiatives that minorities and other sects such as Alevism are valued, and that they show sensitivity in meeting their social and cultural needs and display attitudes uniting the segments of society. The statements of the interviewees also include this: “We went to visit Orthodox churches, Christian and Syrian churches in Bakırköy. We attended their meetings. They hosted us. They let us know if they needed it. Jew, Rabbinical...” and “This happens by looking at all people equally, this is real leadership... When it comes to loving the created because of the Creator, then there is real leadership. Because everyone is at an equal distance.” explanations are examples.

The fact that he exhibits an economically and socially independent national political stance against imperialism and westernization, as the main of other global leadership qualities, intersects with both effective leadership taxonomy and transformational leadership.²⁷

It is frequently stated that the proactive attitude of the global leadership, which criticizes the political balances, is also effective: “The world is bigger than five!” “One minute!” It can be stated that expressions such as briefly exemplify this. Erdoğan’s global leadership characteristics, showing unifying approaches by providing support to Muslim countries such as Qatar and Syria and Turkic republics such as Azerbaijan, being close to him by peoples outside of Turkey, and gaining prestige among world leaders. At this point, the fact that both Haydar Aliyev and Aliya Izetbegovic entrusted their country and people to Erdoğan before they died is a real reflection of this respect.

In the study, which explains the basic features of being a great leader as a result of 18 years of research, seven basic features have been reached. Accordingly, the first of these features is sovereignty, that is, their processes/states, etc. is to dominate. In this research, the interviewees support this feature with the statements that Erdoğan consistently implements his vision. One of the interviewees said, “Erdoğan has gained a certain prestige both in the region and in the world because he has taken Turkey very steadily and brought it from one place to another. He is a successful leader. Even if they don’t like him, they appreciate his success.” According to Ludwig, the second feature of being a great leader is opposition. For example, having qualities such as rebellion against parents, rebellion against school authorities or authority, organization. There is an overlap between this quality and Erdoğan’s efforts to take an independent stance against western states, which can also be expressed as one of his global leadership characteristics. The third feature that Ludwig

27 Arnold M. Ludwig, *King of The Mountain: The Nature of the Political Leadership*. (University Press of Kentucky, 2004), p. 82-83.

identified is personal presence, that is, charisma and personal trait, which can also be expressed as loneliness at the top. The interviewees in this research also explain Erdoğan's charisma in a multi-faceted way. Being a change catalyst (autocraticity) has been explained as the fourth characteristic of being a great leader. The findings show that many steps of change have been taken locally and globally that "go beyond stereotypes and borders compared to other leaders" in the people-oriented, technological, scientific, and political fields.²⁸

The fifth trait relates to dignity (*dignitas*), i.e. pride, self-confidence, poise, honesty, word, intelligence, actions, ability, knowledge, position, as well as a sense of authority (*auktoritas*) or presence. It includes all the natural or acquired personal qualities that can attract the attention of others and make them obey. The results of the research show that these personal characteristics are found in Erdoğan and support the results of previous studies. One of the interviewees in this research said, "People have developed an image in him that their future will be better. Erdoğan's power of persuasion is extremely high in that regard. It is possible to see this among the less educated or among the highly educated." Ludwig's sixth great leadership trait is stated as courage and the seventh as cautious restlessness. It is among these qualities that have emerged that he displays courageous and foresighted approaches in the face of developments at local and global levels.²⁹

In this context, Erdoğan, who also constitutes the intersection point of personal, value-oriented, transformational, and global leadership characteristics, seems to have the ability to challenge with courage and determination.

Among the interviewees, "He preferred the destruction of the status quo. The status quo works for global powers, it works for Israel, it works for America, it works for those in the Gulf... and the silence of the democratic world against the coup in Egypt. Could they have prevented it if they wanted to? They could have avoided it. Now Erdoğan has such a character. So that's why he's a defiant man." Atatürk gave the War of Independence, okay, but no leader after him has made any claims, neither regionally nor globally." explanations are examples. It is supported by the research that explains Atatürk's leadership characteristics and states that challenge is actually a characteristic of transformational leaders on a voluntary basis and that they develop alternative attitudes and perceptions that Erdoğan's challenging character and transformational leader feature are combined.

28 Ludwig a.g.e. p. 84-85.

29 Ludwig a.g.e. p. 168-169

In addition, many of the interviewees emphasized that Erdoğan was born with his leadership qualities and that he was always the class president during primary school, and that he later took part in the political arena and led the way since his youth, his oratory, diction. Also, his voice is impressive, and he reinforces his leadership characteristics in political processes. It is mentioned that he gathered crowds in the squares with his rhetoric, tone, and diction even before he was well known in the political arena: “I prayed the same way; This square is so big that I thought so that it won’t be empty. He was in such a mood... with that loud voice... like a magnet pulling iron particles, those people around started to fill the square. We gathered a crowd there, even reaching the mosque so that even the famous Hüsamettin Cindoruks of that time could not gather in Biga square.”

One of Erdoğan’s critical features is that he has found the reflection of his traditional and charismatic authority in reality, since the phenomenon of religion, which dominates the basis of his political perspective, has always taken its place in our political culture. Erdoğan is actually behind such things, is why he is against interest, he says this often. For example, against smoking, against alcohol. Not for health reasons but against it. His words explain how Erdoğan identifies with traditional authority. In addition, the dominance of hierarchy and power distance in vertical collectivist cultures such as Turkey creates a high degree of separation between the public and the ruler. Thus, the political culture feature (Yolcu, 2019), which is in harmony with the legal authority, also makes a positive contribution to Erdoğan’s traditional leadership authority.³⁰

It has also emerged within the framework of the data that Erdoğan has some distinctive features as a global leader. These characteristics are explained in line with the parallel views of many interviewees, are their innate leadership characteristics and their reinforcement over time. In addition, rhetoric, industriousness, pursuit, courage, etc. His personal characteristics are in harmony with his leadership characteristics, he is a risk-taking and challenging leader, his strategy determination and organizational characteristics are strong, and his servant leadership characteristics are among the characteristics that distinguish him as a leader. In this direction, it is possible to give examples from the statements of the interviewees: “As you can see, Turkey is talking about sharing TURKOVAC, it is already giving to many countries. I mean, it is possible to say that countries claiming global leadership do not actually act like global leaders, they give priority to their nations first, and so they follow a nationalist policy. Turkey is trying to make a difference in this regard as well, within its own capacity.”

30 Ludwing a.g.e. p. 185-186.

4.1. Theoretical and Practical Contribution

At the beginning of the theoretical contributions, the findings of the study carry the elements that explain the intersection points of value-oriented, global and transformational leadership characteristics. The fact that it was examined by taking into account the great leader criteria in Ludwig's research also sheds light on previous studies. The similarity between the results of studies examining Erdoğan in terms of his political leadership characteristics and the transformational and servant leadership characteristics identified in this study reinforces the reliability, transferability, and credibility of the research. In addition, the results of the research constitute a current example of effective leadership taxonomy in terms of leadership skills and values.

Besides, according to the global leadership characteristics, which are examined based on value-oriented leadership, a leadership phenomenon that can maneuver strongly without being swayed in times of tough transformation is presented.

Discovering and discussing the global leadership characteristics of Erdoğan, who has been the leader of Turkey for a long time, also provides practical contributions to today's leaders. In the context of global leadership, it may be possible to examine exemplary behaviors and attitudes in creating approaches that unite local and global contexts in parallel with political, social, and economic developments in the world.

4.2. Limitations and Future Research Recommendations

It might be the methods used during data collection and analysis affected the quality of the findings to be obtained. Also, the fact that the results to be discovered are predetermined conceptually may also cause limited results.

Moreover, the interviews were conducted with people in Erdoğan's close circle and involved in political processes in order to obtain comprehensive information. Having the social desirability approach of those people about Erdoğan may have a partial effect on the information shared with the researcher.

In future research, studies based on the data obtained from larger populations by the survey method can be carried out. Research that includes a comparative evaluation of Erdoğan with other leaders within the framework of his leadership features regarding leadership theories can be suggested.

Conclusion

Discussing the phenomenon of leadership, which has many components, provides more critical qualities when evaluated contextually as well as theoretical features. Within the framework of the contextual results of this research, the main features of Erdoğan's global leadership, especially his development of independent politics against imperialism and westernism, were revealed.

The results of this study revealed that Erdoğan had transformational and servant-leadership characteristics, and the results of previous studies were supported by scientific models and data. It can be said that while his traditional values affect the value-oriented leadership approach, they also leave their mark on the global leader features. Also, his innate leadership traits have been consolidated with political studies since his youth. Erdoğan's personality traits are in harmony with value-oriented leadership traits. These qualities have been discovered as Erdoğan's distinctive leadership traits

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Appendices

Appendix I

Interview Questions

1. May you share your knowledge and experience about leadership approaches in Recep Tayyip Erdoğan's childhood (primary-secondary school age), youth (high school-university years, sports, social activities, etc.), business life, political life (province, district, youth branches, provincial administration, MKYK., etc.), mayoralty, party chairmanship, prime ministership, presidency process?
2. How do you evaluate the leadership of Recep Tayyip Erdoğan in his general attitudes and behaviors towards people? / Treating everyone equally, not belittling anyone and admitting the faults of others, etc. What are your knowledge, experience, and thoughts on the subject?
3. Recep Tayyip Erdoğan's behavior towards disadvantaged groups (such as children, women, the elderly, disabled, and minorities) with respect, benevolence, support, etc. How do you evaluate the leadership approach on issues? Can you share your experience and knowledge on this subject with us?
4. How do you evaluate the leadership style of Recep Tayyip Erdoğan in his relations with his close circle and colleagues?
5. Could you share your thoughts on Recep Tayyip Erdoğan's leadership approach to developing high ethical standards in the society, ensuring honesty, humility, unity, and integrity among the members of the society?
6. What are the features that make President Recep Tayyip Erdoğan different or similar to other leaders in Turkey and around the world?
7. How do you evaluate Recep Tayyip Erdoğan based on global leadership?

Appendix 2

Table 2. Interview Findings

THEME	KATEGORİ	INTERVIEW QUOTATION	INTERVIEW NUMBER
PERSONAL LEADERSHIP FEATURES	-Rhetoric & Diction	“One of the most important factors in winning the election was his rhetoric”	13, 18, 110, 116, 125, 127, 132, 133.
	-Being courageous and self-confident	“The world is bigger than five,” he said at world meetings. “One minute!” said. He did a job that was astonishing in every way and that no one else had dared to do.”	12, 17, 18, 114, 121, 124, 126, 128, 134.
	-Charismatic	“Tayyip Bey’s charisma was one of his obvious traits that have stood out since his youth”	11, 13, 14, 17, 18, 115, 118, 119, 123, 126, 127, 133.
	-Strong memory and comprehension, -Strong analysis and synthesis skills.	“...the ability to comprehend and think holistically... is among his positive features.”	13, 18, 116, 118, 124, 132.
	-To be loyal	“He never lets his trusted friends down. I know that nature of him too, he has a loyal side. The sense of loyalty is immense.”	11, 13, 14, 19, 110, 115, 118, 120, 124, 127.
	-Honesty	“...a leader who believes what he says and does what he says. As such, his word is trusted. He fulfills his promise.”	11, 14, 111, 113, 120, 123, 124, 125, 134.
	-Sincerity	“...he goes to those people’s houses, kneels down, drinks water with their bread, glass, and spoon.”	11, 12, 14, 17, 18, 114, 115, 116, 118, 121, 124, 125, 126.
	-Being kind and compassionate	“He has a very compassionate personality. He is a person who has feelings of compassion for children and the elderly.”	14, 111, 112, 114, 124, 133.
	-Diligence	“He is a very hard worker. He’s obviously an unstoppable person. He has a structure that sleeps little and works hard most of the time.”	11, 17, 18, 19, 111, 116, 118, 124, 125.
	-Being stable	“Erdoğan has gained a certain prestige both in the region and in the world because he has taken it to Türkiye very steadily and brought it from one place to another. He is a successful leader. Even if they don’t like it, they appreciate his success.”	11, 15, 17, 18, 19, 110, 111, 114, 115, 119, 120, 122, 128.
	- Having faith	“The fundamental cultural codes, and belief codes of the society in Türkiye. These are the things I understand when you say value, let me express it once. Therefore, Mr. Erdoğan is someone who respects these values, the social values of Türkiye, adopts themö and takes steps in this regard.”	14, 17, 112, 113, 114, 124, 125, 129, 133.
	-Having high persuasive power	“...Erdoğan’s power of persuasion is extremely high in that regard. It is possible to see this among those who are less educated or those who are highly educated.”	13, 17, 124, 125, 128, 133.

THEME	KATEGORİ	INTERVIEW QUOTATION	INTERVIEW NUMBER
PERSONAL LEADERSHIP FEATURES	-To be humble	Once he said to me: "...what I admire most about you is your humbleness, don't change that, you always win."	M2, M4, M7, M8, M11, M13, M15, M20, M33.
	-Not to be spiteful	"Of course, he could have nurtured such a grudge against various important events and people, or hatred; but he didn't. Of course, it is definitely a matter of essence/personality."	M24, M25, M34.
	-Being a guide	"...the guidance, honesty, and loyalty expected from a leader come to the fore."	14, 116, 121, 124, 125, 128, 129, 132.
	-Taking risks	"He can take risks, he can challenge himself, and he can rest. I believe that they are appreciated by all segments of the citizenry, and I see them around me, as well."	12, 14, 16, 17, 111, 112, 113, 116, 121, 125, 128, 130.
	-Ability to give confidence	"He was able to keep the pulse of the masses well, and he always gave confidence to the cadres around him."	11, 13, 15, 16, 17, 19, 110, 113, 115, 116, 118, 121, 124, 125, 128.
	-Promoting equality and justice	"His attitude toward Christians, priests, Jews, and Rabbis was not marginalizing."	14, 15, 17, 19, 110, 112, 114, 115, 117, 120, 121, 123, 124, 125, 128, 130, 132.
	-To come from the people, to be close to the people.	"...a leader who can reflect the feelings and thoughts of those at the bottom of the society... "The opposite is the case with Tayyip Erdoğan. Even after being elected, he is still a commoner. He is still on the tables of the poor."	12, 13, 15, 16, 17, 18, 19, 110, 111, 116, 117, 118, 120, 121, 123, 124, 125, 128, 131, 134.
	-Consultative decision making	"Erdoğan consults and implements the resulting opinion and the resulting decision." "A leader who is very open to and considers consultation, builds a team, and acts largely on the question of who does a job best"	14, 15, 18, 19, 111, 114, 116, 120, 121, 125, 132.
	-Being solution-oriented	"...one of its features is that being solution-oriented and gets results quickly."	16, 125, 127, 133.
	-Determination and foresight	"Persistently walking on what he believes in brings success." "I see it in Mr. Tayyip, as well... he applies this determination."	18, 111, 114, 116, 121, 123, 124, 125, 126, 132.
	-Follow-up of works	"It is a fact known to everyone that Erdoğan is a very good follower of work and works in a disciplinary manner."	13, 17, 110, 111, 115, 116, 117, 124, 125, 126, 131.
	-Being involved in political processes from a young age	"...he was an idealist, a hardworking, devout young man, especially good at diction, reciting poetry, presenting at meetings, and having a strong oratory."	11, 12, 13, 15, 17, 18, 19, 110, 111, 116, 117, 119, 121, 123, 124, 125, 126, 127, M28.

THEME	KATEGORİ	INTERVIEW QUOTATION	INTERVIEW NUMBER
PERSONAL LEADERSHIP FEATURES	-Having Kasımpaşa soul	"I think that if our President had grown up in Bebek, not Kasımpaşa, he would not have been such a leader, because he would not have gone through these troubles."	I3, I5, I11, I14, I15, I17, I18, I23, I24, I25, I28.
VALUE-ORIENTED LEADERSHIP FEATURES	-Reflecting values in attitudes and behaviors towards people	"It wouldn't surprise anyone to see him drinking tea at a taxi station on the road, shopping at a local grocery store, or responding to a tea invitation made through the window during his busy schedules."	I2, I4, I5, I9, I10, I11, I14, I15, I17, I20, I21, I23, I24, I25, I26, I27, I32, I33, I34.
	-Sensitivity in meeting the needs of disadvantaged individuals and increasing their status in society	"All of the works related to these disabled groups; In fact, these people have self-confidence. With self-confidence, they took the places that suited them in the society...In this respect, perhaps he really showed leadership to be proud of"	
	-Sensitivity in ensuring high ethical standards in society	"...he stated that he never found it right to make a promise that he could not fulfill as an election promise and that it would be more ethical to risk losing the election instead of winning an election with a lie."	
	-Having a unifying vision of social segments	"...everyone, whether Syrian, Christian, Jewish, or Muslim, is a part of this country. Everyone will certainly have demands. And the only thing that will make him happy is to be a free citizen of this country and live in this country where needs are met."	
LEADERSHIP FEATURES MAKING DIFFERENCE	-Having leadership characteristics from birth and strengthening them over time	"Of course, I know him from his middle school days. He was very successful. Starting from primary school, there are always such activities as class president, school president, etc. in primary school, secondary school, high school, and university. Then he was leading NGOs, in many places."	I1, I2, I3, I4, I8, I9, I10, I13, I14, I15, I16, I18, I21, I24, I25, I26, I28, I32, I33, I34.
	-Compatibility of personal characteristics with leadership characteristics	"Recep Tayyip Erdoğan's main difference from Western leaders is his self-confidence, characterful stance, and courage, as well as his oratory, determination, being a man of the people, and his extraordinary behavior and naturalness."	
	-Being a risk-taking, challenging leader	"A leader who takes risks. So, of course, these are calculated political risks, but he is a leader who is not afraid to take risks."	
	-Gaining superiority over his competitors with body language	"He had sincere anger, and this was met with public support. His determination, courage, rhetoric, and body language have always ensured that he has an edge over his opponents."	
	-Strong strategy setting	"He has a keen strategic vision, knows where to go, sets a goal, and strives for it."	
	-Having an organizer feature	"For example, as an organizer, he was the one who initiated the ladies making history."	
	-Having servant leadership	"Instead of leading by order, he provided motivation by running more in front of his team, getting more tired, and continuing this method throughout his entire political life."	