

-RESEARCH PAPER-

REVIEW OF LEADERSHIP STYLES IN PERSPECTIVE OF DYNAMIC CAPABILITIES: AN EMPIRICAL RESEARCH ON MANAGERS IN MANUFACTURING FIRMS

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Abstract

Firms need to adapt to changes in both their internal and external environments and create new systems that let them focus on new trends, identify improvements, try to guess their potential impact on their management and manufacturing system. They try to learn quickly how to implement changes to their standard operating procedures. A wide range of factors affects this procedure. To achieve this, they should be managed by modern managers and leaders. The purpose of this research is to investigate the relative impact of different types of leadership on firms' dynamic capabilities. Research is reported on data from a large sample of leaders and managers (n 214) from a range of private manufacturing organizations in West of Turkey. Content analysis, one of the methods of quality analysis, and MAXMaps were performed in context of top-down & bottom-up confirmation method. SPSS and Maxqda analyses program was used to analyse data. The results show that agile leader and transformational leader can enhance firms' dynamic capabilities directly or indirectly by creating an organizational atmosphere where employees and followers are encouraged, motivated, inspired to be a role model, open to change, and innovation. However, it was found that the link between dynamic capabilities of a firm and hubristic and autocratic leadership was slightly positive.

Keywords: Leadership, Leadership Styles, Dynamic Capabilities, Agile Leader, Hubristic Leader.

JEL Codes: M1, M12, M54.

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DİNAMİK YETENEKLER AÇISINDAN LİDERLİK TARZLARININ GÖZDEN GEÇİRİLMESİ: İMALAT FİRMALARI YÖNETİCİLERİ ÜZERİNE AMPİRİK BİR ARAŞTIRMA²

Öz

Firmaların hem iç hem de dış ortamlarındaki değişikliklere uyum sağlamaları, yeni trendlere odaklanmaları, gelişmeleri belirlemeleri, yönetim ve üretim sistemleri üzerindeki potansiyel etkilerini tahmin etmeleri ve bunu sağlayacak yeni sistemler

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yaratmaları gerekmektedir. Firmalar bu yüzden değişimleri standart işletim prosedürlerine nasıl uygulanacağını hızlı bir şekilde öğrenme gayretindedirler. Birçok çeşitli faktör bu prosedürü etkilemektedir. Firmalar bu değişimlerle baş edebilmek için modern yöneticiler ve liderler tarafından yönetilmeleri gerekir. Bu araştırmanın amacı, farklı liderlik türlerinin firmaların dinamik yetenekleri üzerindeki etkisini incelemektir. Türkiye'nin batısında yer alan ve imalat sektöründe bulunan lider ve yöneticilerden (n 214) veriler elde edilmiştir. Nitel analizlerden bir olan İçerik analizi ile MAXMaps ve top-down & bottom-up confirmation yöntemi ile analiz gerçekleştirilmiştir. Verilerin analizinde SPSS ve Maxqda analiz programı kullanılmıştır. Analiz sonuçları çevik lider ve dönüştürücü liderin yakından ilişkili olduğu, firmaların dinamik yeteneklerini doğrudan veya dolaylı olarak artırabildiğini göstermektedir. Bunu da çalışanlarını ve takipçilerini cesaretlendirdiği, teşvik ettiği, rol model olduğu, değişime açık ve yeniliğe ilham verdikleri organizasyonel bir atmosfer yaratarak başardıkları saptanmıştır. Bununla birlikte, bir firmanın dinamik yetenekleri ile hubristik ve otokratik liderlik arasındaki ilişkinin zayıf olduğu bulunmuştur.

Anahtar Kelimeler: Liderlik, Liderlik Türleri, Dinamik Yetenekler, Çevik Lider, Hubristik Lider.

JEL Kodları: M1, M12, M54.

Bu çalışma Araştırma ve Yayın Etiğine uygun olarak hazırlanmıştır.

1. INTRODUCTION

There is an intense international interest in the question of how leaders impact of firms' outcomes. Researchers in business and management have conceptualized and analysed leadership styles in a variety of ways. In this research, it is considered firstly how the leadership styles link with firms' dynamic capabilities, directly or indirectly affecting their outcomes. In other words, this research builds on the literature on leadership styles and explores an extended range of contexts. It presents a new framework for assessing leadership competencies from which style profiles are drawn and then linked to the context of firms' dynamic capabilities. It focuses on identifying the relative impact of different types of leadership. The reason for focusing on types of leadership, rather than on a kind of leadership is that leaders' impact on firms dynamic capabilities will depend on the particular leadership practices in which they attract. Two different strategies were used to identify types of leadership and their impact on firms' dynamic capabilities. The first strategy involved a comparison between the impact of leadership and dynamic capabilities. These two variables were chosen because management and leadership dominate researches on firms' outcomes and performances which are closely related with firms' dynamic capabilities (Highsmith, 2009; Bonner, 2010; Dixon et al., 2010; Teece, 2012, 2016; García-Morales et al., 2012; Chen & Chang, 2013). The second strategy for identifying seven types of leadership, which were decided by managers participated in the research, involved an approach based on a detailed analysis of dynamic capabilities used mostly in studies of the leadership - outcome and performance relationship. The relationship of these seven leadership styles with firms' dynamic capabilities was calculated. It is believed that the present study has made a meaningful contribution to the current literature. While some empirical researches have examined different determinants of dynamic capabilities, leadership styles are not linked with dynamic capabilities in literature. In this context, firstly the leadership styles will be discussed in the literature

section, and then the purpose and method of the research will be explained. In the next section, the findings of the research will be presented. In the last section, the results of the research will be discussed and suggestions will be stated for next studies.

1.1. Literature Review

1.1.1. Agile Leadership: A postmodern style of leadership

In the literature, there is a variety of definitions, with no single recognized meaning of agility. To Clark, (2007), for example, agility refers mostly to the firm's responsiveness to external social, environment and market threats (Clark, 2007). Agility is the ability to create and respond to change, in order to maintain profitability in a turbulent business environment and the ability in balancing flexibility and stability (Highsmith, 2004), the need for a firm to become more adaptive and flexible (Alsudairy & Vasista, 2014) and the adoption of new technologies or systems (Dittrich et al., 2005).

While agile methods originate from the software engineering domain (Mergel et al., 2018), agile leadership theory has its empirical origins in studies undertaken during the late 1990's. Weick (1995) points to the development in thinking on effective leadership and looked at the literature from a sense making, which is closely related agility, instead of discovery perspective. Agile leader can be expressed as the leader that sense the internal and external needs of firms and adapts them to the changing technology and environment in line with the needs of the firm. From this emerging literature it is stated that those leaders are different from others (Kouzes and Posner, 1999; Higgs and Rowland, 2001). It is because of the fact that they have different skills and abilities. These skills and abilities are the function of the underlying personality of the leader (Collingwood, 2001; Hogan, 2002). The areas of effectiveness, in other words, are the skills and capabilities; need to be exercised in a way which is congruent with the underlying personality of the leader (Dulewicz & Higgs, 2005). The leaders need to be dynamic and agile in order to be more effective than their competitors by putting forward their own personality, particularly, in today's rapidly changing environments. These leaders are called agile leaders. Based on this view, it is possible to suggest a postmodern leadership that reflects the research and thinking on leadership emerging from an "agility" model. The elements in this model can be classified briefly as *personal characteristics, skills and capabilities, and management approach*. Joiner and Josephs (2007) stated that those leaders have four competency skills; context-setting, self-leadership, stakeholder and creative. Based on these competencies, they classified the leaders as expert, achiever, co-creator and synergist. They have a contemporary sense of direction and management and also innovation and implementation of quick ideas and tacit changes. In agile leadership, managers should empower their teams, inform them from technology and environmental changes, adapt them to those changes, provide self-training to employees, and allow them to work on a specific project in order to get maximum profit and value in this competitive era. Because agile leaders know that firms use various means at the point of conveying the products and services they produce to their consumers (Kara et al., 2017).

1.1.2. Transformational Leadership: A modern style of leadership

Transformational leadership emphasizes higher motive development and spirits up their followers' motivation and positive emotions and feelings by creating an inspiring vision

of the future and it consists of five factors (Bass, 1997; Avolio & Bass, 2002).

1. *Inspirational Motivation*: It is about the communication and representation of a vision; leader is optimistic here.
2. *Idealized Influence attributed*: It is about followers' respect for the leader and the followers identify with the leader; leader is prideful here.
3. *Idealized Influence behavior*: It is about representation of a trustworthy and energetic for the follower; leader is role model here.
4. *Intellectual Stimulation*: It is about encouraging followers to question established ways of solving problems occurred; leader is guider here.
5. *Individualized Consideration*: It is about understanding the needs and abilities of each follower and empowering the individual follower; leader is consultant here.

1.1.3. Transactional Leadership: A mutual exchange style of leadership

In contrast to transformational leadership, transactional leadership relies on a set of clearly defined exchanges between leaders and their followers and it represents three factors (Bass, 1997; Avolio & Bass, 2002).

1. *Contingent Reward*: It is about defining the exchanges and agreements between follower and leader and what they expect from the each other; leader is oriented on conditions here.
2. *Management-by-Exception (Active)*: It is about focusing how to correct mistakes or problems and maintaining current performance; leader is problem solver here.
3. *Management-by-Exception (Passive)*: It is about intervening problems only after they have become serious; leader is monitor here.

1.1.4. Hubristic Leadership: An egocentric style of leadership

Sadler-Smith et al. (2018) define hubristic leader as powerful and successful individuals, excessively confident and ambitious in their strategic decision-making choices. Hubristic leadership demonstrates overly self-confident people, puffed up egos and highly positive, unrealistic self-evaluations. It therefore requires overconfidence and goes beyond overconfidence to buildings such as pride and self-worth (Shipman & Mumford, 2011). Hubristic leader has been characterized as excessive self-confidence, exaggerated self-belief and contempt for the advice and criticism of others (Claxton et al., 2015). Russell (2011) and Sadler-Smith (2017) stated that hubristic leaders feel themselves being intoxicated by power and success and also absence of humility and over-estimate significantly their own abilities and believe their performance is more superior to others. They make over-confident and ambitious judgments and decisions. Hubristic leaders tend to be resistant to criticism of the advice of others. Hubristic leader, in one way, is about pride that is positively associated with self-enhancement, which can result in uncaring, exploitative behaviors toward their followers even the ones around him/her (Tracy et al., 2009). Moreover, it is also positively associated with anti-social personality traits, like anger and aggression, while negatively associated with pro-social personality traits, as self-control, agreeableness and conscientiousness (Carver et al., 2010). Hubristic

leaders in business have been shown to have deleterious consequences for individuals themselves such as; losing their jobs, their organizations losing market share (Li and Tang, 2010).

In the business world, the ‘hubris hypothesis’ was initially posited by Roll in 1986 in a study of corporate mergers and acquisitions (Claxton et al., 2015). Hayward and Hambrick (1997) identified four sources of hubristic leaders:

- A track record of recent organizational success,
- Media praise and ‘celebrity status’ of a leader creates a heroic aura of talent and invincibility that leaders may, themselves, finally come to believe,
- They systemically inflated views of their own capabilities due not to showing achievements but to inflated ego,
- Weak board vigilance generally associated with a powerful.

1.1.5. Autocratic Leadership: A discipline style of leadership

There are many researches about autocratic leadership style and it has numerous definitions in literature. However, Peterson (1997) summarizes most of them by statement that autocratic leadership has mainly been described in terms of the leader making all the decisions. Bass (1990), Cartwright & Zander (1968) and Yukl (1999) define autocratic leadership as being unattended by the social and emotional aspects of communities such as group cohesion and community promotion as an effective social organization. Autocratic leaders are often seen as suppressing the power and speech of the members of the group over the decision-making processes within the group and demonstrating the leadership’s commanding and steadfast personality without respect for the opinions and values of the followers (Bass, 1990). De Cremer (2006) defines autocratic leadership on how the individual is handled and regulated in the exchange of ideas and suggestions that contribute to the final decision of the group. In the light of these definitions, the autocratic leadership can be defined as a leadership style in which only the managers take the decisions within the organisation.

1.1.6. Democratic Leadership: A fair style of leadership

Democratic leadership, as defined by Bass (1990), is the relationship between two or more group members that consists of production processes in relation to the wishes and expectations of group members. In the organization that is led by this type of leadership, each member of the group works in a competitive way with the other group, raising the morale of members of the organization (Gastill 1994). Democratic leadership is a participatory leadership; the leader makes decisions with his/her followers. The leader is active in the decision-making process with the members of the organization (Lees, 1995; Bhatti, 2012). The leader is able to transform and use the negative energy generated in any crisis in line with the organisation’s interests (Raelin, 2012). The democratic leader sees and handles this situation. Therefore the leader focuses on group activities which ensure the maximum participation of each member.

1.1.7. Charismatic Leadership: A leadership style that people need more

Charismatic leaders are different from ordinary people; they have supernatural or

extraordinary powers and their characteristics are inherent (Conger et al., 1997; Yukl, 1999). The charismatic characteristics of these people traits or influence members, on the will to imitate or follow for them. The charismatic results of these personal traits or influence are focused on the members, on the will to imitate or follow for them. They are leaders with the persuasive ability to express the emotions of their adherents based on these motivational characteristics (Bass, 1985; Waldman et al., 1990). Hunt (1999) stated that Weber considers the five interacting elements below as essential in producing charisma; an extraordinarily talented person, a social crisis of desperation, a set of ideas for a radical crisis solution, a set of followers who are attracted to the exceptional person and the affirmation of the special gift of those followers and its transcendence by continuous achievements.

2. METHOD

Leadership and dynamic capabilities are keywords that have become popular in manufacturing, particularly in relation to private sector organizations, but are less well documented in the perspective of leadership styles in literature. Therefore, the aim of this research is to see the relation between those variables.

The sample of this research is composed of firms operating in manufacturing in West of Turkey. Simple random sampling was used to get data from managers in different levels. Two measuring instruments were used to solicit the responses of these managers. One of them is 5 likert scale (1 totally disagree- 5 totally agree) which measure managers' dynamic capabilities. This questionnaire was developed by Teece (2007) and then was developed and translated to Turkish by Bezci (2015). The questionnaire consists of 15 questions and measures a firm's dynamic capabilities. 214 responses were gathered from managers by that questionnaire. This data was analysed by SPSS program to see the level of dynamic capabilities of managers. The other one is an open-end questionnaire. It includes four main questions which measure managers' leadership style direct or in directly. 80 responses were gathered from managers by that questionnaire, too. This data was analysed by Maxqda program with content analysis to see the leadership styles of managers. In this research, bottom-up confirmation method and content analysis were used to analyse the data obtained from 80 managers by applying MAXMaps, the method illustrates the relations among variables.

The 80 data were primary selected by top-down and bottom-up approach. The top-down and bottom-up approach go from the general to the specific, and the bottom-up approach begins at the specific and moves to the general. The statements and expressions of the bottom, middle and top-level managers were verified to each other. For example if a top-level manager says that, s/he is a role model, middle and bottom level managers confirmed this statement. Parker & Vannest (2012) "*The term "bottom-up" refers to an analytic strategy that proceeds from visually guided selection of individual phase contrasts (the "bottom") to combining them to form a single (or a few) omnibus effect size representing the entire design (the "top", p.255)*". In other words, Bottom-Up Confirmation method seeks to identify and confirm the states and speeches of managers through the expressions of a company's staff attributes and its valuations. In other words, this method generally refers to confirm comprehensive expressions as a basis for decision-making and confirmation among different manager level. For instance, if a manager in top level

claims that, s/he has agile leadership behaviours such as; innovation and implementation of quick ideas and tacit changes etc., this declaration is confirmed by asking to the other managers in middle and bottom level or vice versa(see Figure 1). In management, this can mean understanding how big picture perceived are accepted the entire company

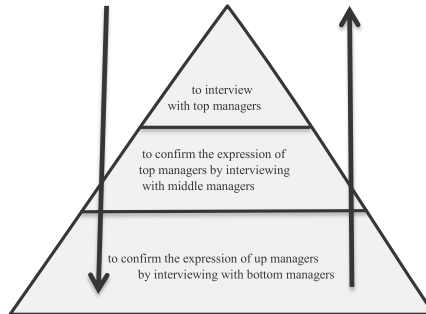


Figure 1. Bottom-Up Confirmation Method

3.RESULTS

The following general leadership styles were coded from each interview: (1) agile; (1) transformational; (3) transactional; (4) democratic; (5) charismatic; (6) autocratic; (7) hubristic. Table 1 shows that the number of leaders most of them are Agile and Transformational.

Table 1. Frequency of Leadership

Name	Frequency	%	% (valid)
Agile	39	48,75	48,75
Transformational	12	15,00	15,00
Transactional	5	6,25	6,25
Hubristic	7	8,75	8,75
Charismatic	5	6,25	6,25
Autocratic	7	8,75	8,75
Democratic	5	6,25	6,25
Total (Valid)	80	100,00	100,00

The following common characteristics, attributes and behaviours of the leaders and their roles were coded according to interview: role model; motivation, open/close to change and innovation; sharing knowledge; arrogant, authoritarian; having vision; taking risk; performance; communication etc.

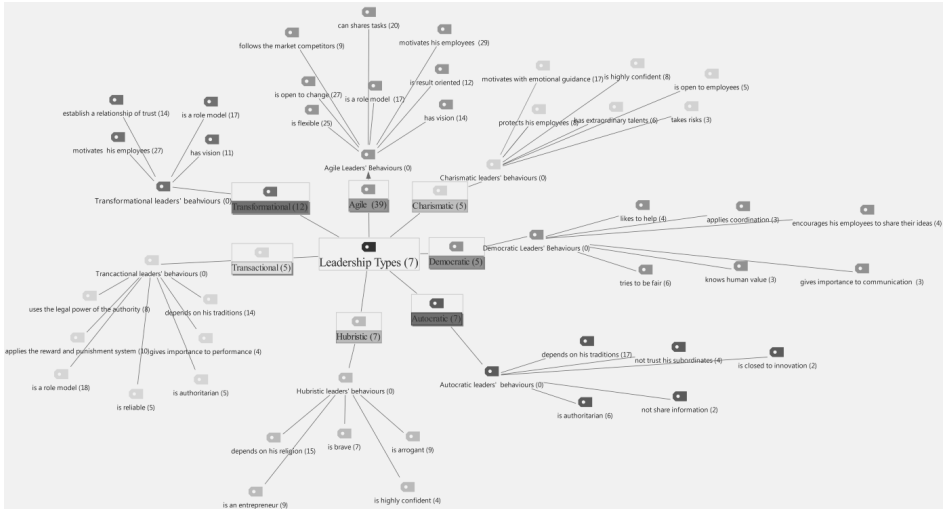


Figure 2. The Results of MAXMaps

According to the result of MAXMaps common characteristics, behaviours and attributes of leaders were listed on Table 2.

	Our manager/leader...
Agile Leadership (N = 39)	...is a role model for employees ...is open to innovation ...is sharing tasks ...is flexible ...proceeds by making a plan ...innovative ...follows the market and its competitors ...is open to change ...provides psychological security ...empowers ...is result oriented ...has vision ...motivates his employees
Transformational Leadership (N = 12)	...is a role model ...has high emotional intelligence ...establish a relationship of trust ...has inspiring goals ...motivates his employees ...personally manages to realize his visions
Democratic Leadership (N = 5)	...gives importance to communication and communication is strong ...likes to help ...is not punitive ...knows human value ...encourages his employees to share their ideas. ... tries to be fair ...applies coordination ...treats his employees equally and is like friends with them

Autocratic Leadership (N = 7)	...is a dictator ...is closed to innovation ...does not share information ...does not delegate authority ...does not trust his subordinates ... is authoritarian
Transactional Leadership (N=5)	...is authoritarian ...depends on his traditions ...is a role model ...is reliable Accuracy, loyalty are important to our manager ...gives importance to performance in his employees ...applies the reward and punishment system ...uses the legal power of the authority
Charismatic Leadership (N = 5)	...is open to employees ...is highly confident ... takes risks ...protects his employees ...has his own unique personality ...has extraordinary talents ...motivates his employees with emotional guidance
Hubristic Leadership (N = 7)	...is highly confident ...has a vision ...is egocentric ...is an entrepreneur ...is a risk-loving ...depends on his religion ...is productive ...is arrogant ...is brave

Table 2. Common Characteristics, Behaviours and Attributes of Leaders

Table 2 shows that while agile and transformational leaders have mainly the same common behaviours and characteristics autocratic, transactional leaders have the same. A hubristic leader has mainly the same characteristic with charismatic autocratic leader. The relations among the characteristics of leadership style are seen on Figure 3.

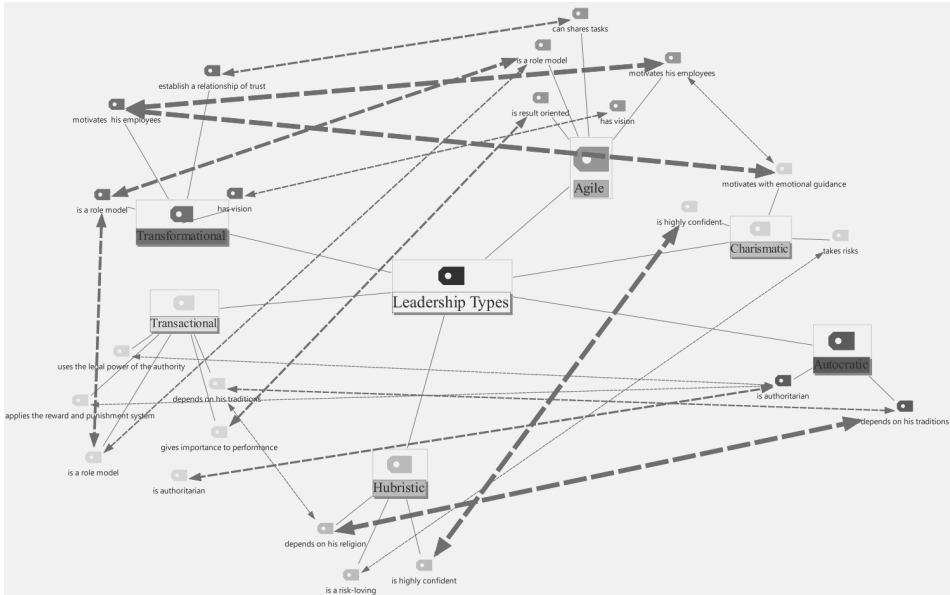


Figure 3. The characteristics of Leadership Style

The thicker the line, the more the relation leaders have. Therefore, it is seen that transformational and agile leaders have mainly the same characteristics such as motivation followers, being role model and has vision. Hubristic and autocratic have some common characteristics such as depends on tradition, however, hubristic and charismatic have characteristics in taking risks, being highly confident.

After this content analysis, the Dynamic Capabilities questionnaire to 214 to participants to get data about their dynamic capabilities. The descriptive statistics are seen on Table 3.

Table 3. Descriptive Statics about Dynamic Capabilities

		Descriptive Statistics															
Leadership	Questions	DC1	DC2	DC3	DC4	DC5	DC6	DC7	DC8	DC9	DC10	DC11	DC12	DC13	DC14	DC15	DC-Total
Agile	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
	Mean	4,7	4,43	4,28	4,53	4,59	4,52	4,67	4,25	4,54	4,45	4,63	4,6	4,22	4,44	4,43	4,48
	Std. Deviation	0,513	0,823	0,94	0,779	0,723	0,746	0,572	0,864	0,674	0,761	0,663	0,648	1,015	0,793	0,707	0,748
Democratic	N	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15
	Mean	4	3,27	3,8	4,2	3,54	3,8	3,6	3,74	4	3,74	3,87	4,27	3,47	3,74	3,4	3,76
	Std. Deviation	1,069	1,387	1,264	1,082	1,302	1,32	1,183	1,032	1	0,961	1,355	1,099	1,355	1,533	1,242	1,212
Autocratic	N	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33
	Mean	3,28	2,97	2,64	3,25	3,37	3,55	3,16	2,85	3,25	2,88	2,97	3,22	2,61	2,79	2,76	3,03
	Std. Deviation	1,505	1,648	1,597	1,62	1,71	1,641	1,46	1,481	1,581	1,556	1,629	1,536	1,539	1,709	1,369	1,572
Charismatic	N	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
	Mean	3,92	3,84	3,92	3,59	3,92	4,34	4,59	3,92	4	3,84	3,84	4,17	3,25	4,09	3,59	3,92
	Std. Deviation	0,996	1,267	0,792	1,083	0,996	1,154	0,514	0,996	0,738	0,834	1,114	0,937	1,138	0,792	0,514	0,924
Transactional	N	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19
	Mean	3,27	3,16	3,69	3,64	3,27	3	2,85	3,37	3,9	3,32	3,43	3,32	2,9	3	3,48	3,3
	Std. Deviation	1,446	1,258	1,157	1,3	1,726	1,632	1,424	1,342	1,1	1,335	1,464	1,565	1,37	1,49	1,306	1,394
Hubristic	N	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11
	Mean	4,37	3,91	3,55	3,28	3,91	4,19	4,19	3,82	3,73	3,73	4,19	4,19	2,55	2,64	2,73	3,66
	Std. Deviation	1,286	1,445	1,368	1,348	1,578	1,401	1,601	1,537	1,103	1,348	1,401	1,167	1,634	1,361	1,103	1,378
Transformational	N	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45	45
	Mean	4,4	4,32	4,36	4,36	4,54	4,63	4,47	4,14	4,34	4,38	4,56	4,43	3,47	4,05	4	4,29
	Std. Deviation	0,579	0,701	0,883	1,003	0,842	0,747	0,756	0,919	0,904	0,805	0,813	0,839	1,272	0,851	0,977	0,859

Table 3 shows that while most of the managers in those firms are agile(N=80) few

managers are hubristic(N=11). Agile leaders have highly dynamic capabilities (mean=4,48; sd=0,748), then transformational leaders have (mean=4,29; sd=0,859). In contrast, autocratic has the least dynamic capabilities (mean=3,03; sd=1,576) and then transactional leaders have (mean=3,30; sd=1,394). Therefore, it can be concluded that agile leaders and transformational leaders have high dynamic capabilities.

4. DISCUSSION

Companies need to adapt and update their manufacturing and management system to preserve their potential for efficiency and innovation for today's economical purposes. It may be succeeded by dynamic capabilities in the companies. Thus the relation between dynamic capabilities and innovation is becoming more important. Management of information is another significant factor in both dynamic capabilities and leadership styles. Nonetheless, even in contemporary leadership models, a company may not have critical knowledge management activities without adequate knowledge management and organizational dynamic capabilities. And it can be stated that managers can boost organizational dynamic capabilities by promoting motivation and a consistent award-winning results. For this purpose, the leaders of companies need to assess creative skills and competencies in order to create adequate competence for the development of business strategies. Nevertheless, the critical degree of organizational dynamic capabilities concentrated on the right kind of leaders in the right time and place to attain creative opportunities and technical development. It is, therefore, necessary for business leaders to continually assess their creative dynamic capabilities and expertise and determine whether or not adequate skills are required to achieve business objectives within their companies.

This study was also examined in this perspective and the results above were reached. Transformational and agile leaders seem to have basic characteristics such as motivating their followers, being role model and having vision. Hubristic and autocratic leaders have some common features, such as sticking to traditions, but hubristic and charismatic leaders appear to have the ability to take risks and be extremely confident. Nonetheless, our work does have some recent studies. Hernández-Linares et al. (2020) concluded that dynamic skills affect firm output Wilden et al. (2019) found that service firm efficiency are linked to dynamic capabilities. The mechanisms by which dynamic capabilities affect firm performance were found by Zhou et al. (2019) Eikelenboom and De Jong (2019) and Günzel et al. (2018) concluded that management and dynamic capability is strongly linked to firm sustainability performance.

CONCLUSION

Prior research suggested that managers' leadership styles could influence an organization's dynamic capabilities. A major avenue whereby this positive impact arises is held to be the establishment of dynamic capabilities of a firm that motivate employees and provides support for environment change and technological innovation. Extant discussion of leadership styles is integrated to see how leadership shown by managers directly and indirectly affects dynamic capabilities of the organization. Findings based on 214 participants eighty of them are top managers provide support for a positive relationship exists among leadership styles and dynamic capabilities. The results support the proposition

that agile and transformational leadership by the top manager can enhance firms' dynamic capabilities indirectly or indirectly by creating an organizational atmosphere where employees and followers are encouraged, motivated, inspired to be a role model and open to change and innovation. It is also found that the link between dynamic capabilities of a firm and hubristic and autocratic leadership was slightly positive. This finding implies that leaders, who delegate more autocratic and egocentric behaviours to their employees, are less innovative and close to change in environment and marketing.

Finally, it can be stated that the leader of each firms typically has some control over his/her followers. It is reasonable that his/her leadership behaviours may influence the firms' dynamic capabilities and also motivations, innovation performance, productive, encouragement of his/her followers. It is known that management is purely related to company performance(Tayşir&Pazarcık,2013). Future studies can examine this issue based on a quantity or quality analysis that encompasses leadership styles with organizational culture or some other different organizational and environmental variables even characteristics of leadership discussed above.

Leader performance and follower commitment should facilitate further research by academics into leadership performance

Research limitations/implications: The sample was from the Turkey, from the private manufacturing sector. This article concludes with a discussion of the need for what kind of leadership research and practice to be more closely linked to the evidence on dynamic capabilities. Such alignment could increase the impact of agile leadership on firms' dynamic capabilities which getting outcomes even further.

DİNAMİK YETENEKLER AÇISINDAN LİDERLİK TARZLARININ GÖZDEN GEÇİRİLMESİ: İMALAT FİRMALARI YÖNETİCİLERİ ÜZERİNE AMPİRİK BİR ARAŞTIRMA

1.GİRİŞ

Liderlerin firmaların çıktılarını nasıl etkiler? Sorusuna uluslararası yoğun bir ilgi bulunmaktadır. İşletme ve yönetim araştırmacıları liderlik stillerini çeşitli şekillerde kavramsallaştırmış ve analiz etmişlerdir. Bu araştırmada, öncelikle liderlik stillerinin firmaların dinamik yetenekleriyle nasıl ilişkili oldukları ve bunların firma çıktılarını doğrudan veya dolaylı nasıl etkilediği üzerine odaklanmış ve farklı liderlik türlerinin etkilerini belirlemeye çalışılmıştır. Liderlik türlerini ve bunların firmaların dinamik yetenekleri üzerindeki etkilerini belirlemek için iki farklı strateji kullanılmıştır. İlk strateji, liderlik türleri ile dinamik yetenekler arasında bir karşılaştırma yapmaktır. Bu iki değişkenin (liderlik türleri ve dinamik yetenekler) seçilmesinin nedeni yönetim ve liderlik, firmaların dinamik yetenekleri ile yakından ilişkili olan firmaların sonuçları ve performansları üzerinde araştırmalara mevcut olmasıyla ilgilidir (Highsmith, 2009; Bonner, 2010; Dixon ve ark., 2010; Teece, 2012, 2016; García- Morales ve diğerleri, 2012; Chen ve Chang, 2013). Araştırmaya katılan yöneticiler tarafından karar verilen yedi liderlik türünü tanımlamak için ikinci strateji, çoğunlukla liderlik - sonuç ve performans

ilişkisi çalışmalarında kullanılan dinamik yeteneklerin ayrıntılı bir analizine dayanan bir yaklaşım içermiştir. Katılımcıların verdikleri ifadeler doğrultusunda ortaya çıkan yedi liderlik stiline firmaların dinamik yetenekleri ile ilişkisi incelenmiştir. Bu çalışmanın güncel literatüre anlamlı bir katkıda bulunduğu düşünülmektedir. Literatürde azı ampirik araştırmalar dinamik yeteneklerin farklı belirleyicilerini incelemiş olsa da, liderlik stilleri ile dinamik yeteneklerle ilgili bir çalışmaya rastlanılmamıştır. Bu bağlamda önce literatür bölümünde liderlik stilleri tartışılacak, daha sonra araştırmanın amacı ve yöntemi açıklanacaktır. Bir sonraki bölümde araştırmanın bulguları sunulacaktır. Son bölümde ise, araştırmanın sonuçları tartışılıp ve sonraki çalışmalar için öneriler sunulacaktır.

1.1.Literatür Taraması

1.1.1. Çevik Liderlik: Post modern liderlik tarzı

Literatürde, çevik liderliğin bilinen tek bir anlamı yoktur. Çevik lider firmaların iç ve dış ihtiyaçlarını önceden sezen ve firmanın ihtiyaçları doğrultusunda onları değişen teknoloji ve çevreye uyumunu sağlayan lider olarak ifade edilebilir. Bu liderlerin diğerlerinden farklı oldukları belirtilmektedir (Kouzes ve Posner, 1999; Higgs ve Rowland, 2001). Çünkü farklı beceri ve yetenekleri var. Bu beceri ve yetenekler liderin altında yatan kişiliğin işlevidir (Collingwood, 2001; Hogan, 2002). Liderlerin, özellikle günümüzün hızla değişen ortamlarında kendi kişiliklerini ortaya koyarak rakiplerinden daha etkili olabilmeleri için dinamik ve çevik olmaları gerekmektedir. Bu liderlere çevik liderler denir. Bu görüşe dayanarak, bir “çeviklik” modelinden ortaya çıkan liderlik üzerine yapılan araştırma ve düşünceyi yansıtan post modern bir liderlik önermek mümkündür. Bu modeldeki unsurlar kısaca kişisel özellikler, beceriler ve yetenekler ve yönetim yaklaşımı olarak sınıflandırılabilir. Joiner ve Josephs (2007) bu liderlerin dört yeterlilik becerisine sahip olduklarını; *bağlam belirleme, kendi kendine liderlik, paydaş ve yaratıcı* ifade etmektedir.

1.1.2. Dönüşümcü Liderlik: Modern bir liderlik tarzı

Dönüşümcü liderlik, daha yüksek motivasyon gelişimini vurgulayan ve geleceğin ilham verici bir vizyonunu oluşturarak takipçilerinin motivasyonunu, olumlu duygu ve duygularını canlandıran ve İdeal Etki-Tutum, İdeal Etki-Davranış, İlham Verici Motivasyon, Entelektüel Güçlendirme, Bireysel İlgi olmak üzere beş faktörden oluşan bir liderliktir(Bass, 1997; Avolio & Bass, 2002).

1.1.3. Etkileşimci Liderlik: Karşılıklı değişime dayalı bir liderlik tarzı

Dönüşümcü liderliğin aksine, etkileşimci liderlik, liderler ve takipçileri arasında açıkça tanımlanmış bir dizi anlaşmaya dayanmakta ve *Şarta Bağlı Ödül, İstisnalarla Aktif Yönetim, İstisnalarla Pasif Yönetim* olmak üzere üç faktörden oluşmaktadır(Bass, 1997; Avolio & Bass, 2002).

1.1.4. Hubristik Liderlik: Benmerkezci bir liderlik tarzı

Sadler-Smith ve diğ. (2018) hubristik lideri, stratejik karar verme seçimlerinde aşırı güven ve hırslı güçlü ve başarılı bireyler olarak tanımlamaktadır. Hubristik liderlik, kendine güvenen insanlar, egoları şişirmiş liderlerdir. Bu nedenle, aşırı güven gerektirir ve gurur ve öz değer gibi binalara olan güvenin ötesine geçer (Shipman ve Mumford, 2011).

1.1.5. Otokratik Liderlik: Disiplinli bir liderlik tarzı

Otokratik liderlik tarzı hakkında birçok araştırma yapılmış ve literatürde çok sayıda tanımı bulunmaktadır. Peterson (1997), çoğu otokratik liderliği esas olarak tüm kararları veren lider olarak tanımlandığını ifade ederek özetlemektedir.

1.1.6. Demokratik Liderlik: Adil bir liderlik tarzı

Bass (1990) tarafından demokratik liderlik, grup üyelerinin istek ve beklentilerine göre üretim süreçlerinden oluşan iki veya daha fazla grup üyesi arasındaki ilişki olarak tanımlanmaktadır.

1.1.7. Karizmatik Liderlik: İnsanların daha fazla ihtiyaç duyduğu bir liderlik tarzı

Karizmatik liderler sıradan insanlardan farklıdır; doğaüstü veya olağanüstü güçleri ve özellikleri var olan bir liderliktir (Conger ve ark. 1997, Yukl, 1999).

2.YÖNTEM

Araştırmanın örneklemini Türkiye'nin batısında yer alan ve üretim yapan firmalar oluşturmaktadır. Farklı düzeylerdeki yöneticilerden veri almak için basit rastgele örnekleme yöntemi kullanılmıştır. Verileri toplamak için iki ölçüm aracı kullanılmıştır. Bunlardan biri yöneticilerin dinamik yeteneklerini ölçen Teece (2007) tarafından geliştirilmiş, daha sonra Bezci (2015) tarafından Türkçeye çevrilmiş 15 sorudan oluşan 5li likert ölçeğidir (1 tamamen katılmıyorum - 5 tamamen katılıyorum). Bu anket ile yöneticilerden 214 yanıt alınmıştır. Bu veriler, yöneticilerin dinamik yeteneklerinin seviyesini görmek için SPSS programı tarafından analiz edilmiştir. Diğer açık uçlu ve yarı yapılandırılmış bir ölçektir. Yöneticilerin liderlik tarzını doğrudan veya dolaylı ölçen dört ana soru içerir. Bu anket tarafından yöneticilerden 80 yanıt alınmıştır. Bu veriler, yöneticilerin liderlik stillerini görmek için içerik analizi ile Maxqda programı tarafından analiz edilmiştir. Liderlerin ortak özellikleri, nitelikleri ve davranışları ve rolleri katılımcılar ile görüşmeye göre kodlanmıştır: rol model; isteklendirme, değişime ve yeniliğe açık / kapalı; bilgi paylaşımı; kibirli, otoriter; vizyon sahibi olmak; risk almak; verim; iletişim vb. Bu çalışmada 80 yöneticiden elde edilen verileri MAXMaps uygulanarak analiz etmek için aşağıdan yukarıya doğrulama (bottom-up confirmation) yöntemi ve içerik analizi kullanılmıştır.

3.BULGULAR

Araştırmaya katılan firmalardaki yöneticilerin çoğu çevik lider iken (N = 80) az sayıda yönetici hubristik lider(N = 11) olduğu görülmüştür. Çevik liderlerin yüksek dinamik yeteneklere sahip olduğu (ortalama = 4,48; ss = 0,748), daha sonra dönüşümcü liderlerin yüksek dinamik yeteneklere sahip olduğu (ortalama = 4,29; sd = 0,859) saptanmıştır. Buna karşılık, otokratik liderlerin (ortalama = 3,03; sd = 1,576) ve etkileşimci liderlerin (ortalama = 3,30; sd = 1,394) en az dinamik yeteneklere sahip olduğu görülmüştür.

4.TARTIŞMA

Dönüşümcü ve çevik liderlerin motivasyon takipçileri, rol model olma ve vizyon gibi temel özelliklere sahip oldukları görülmektedir. Hubristik ve otokratik liderlerin

geleneğe bağılı gibi bazı ortak özelliklere sahiptir, ancak hubristik ve karizmatik liderlerin, risk alma, son derece kendinden emin olma özelliklerine sahip olduğu görülmektedir. Literatürde bu sonuçları destekleyen bazı çalışmalar da (Hernández-Linares ve ark. 2020; Wilden ve ark., 2019; Zhou ve ark., 2019) mevcuttur.

SONUÇ

Seksen üst düzey katılımcıdan ve toplam 214 yöneticinin araştırmaya katıldığı bu araştırmanın sonucuna göre liderlik stilleri ve dinamik yetenekler arasında pozitif bir ilişki olduğu saptanmıştır. Sonuçlar, üst yönetici tarafından çevik ve dönüştürücü liderliğin, çalışanların ve takipçilerini teşvik ettiği, motive ettiği, rol model olmaları için ilham verdiği, değişime ve yeniliğe açık olduğunu göstermiştir. Bu da liderlerin örgütsel bir atmosfer yaratarak şirketlerin dinamik yeteneklerini doğrudan veya dolaylı olarak artırabileceği önerisini desteklemektedir. Ayrıca, bir firmanın dinamik yetenekleri ile hubristik ve otokratik liderlik arasındaki bağlantının zayıf olduğu bulunmuştur. Bu bulgu, çalışanlarına daha otokratik ve hubristik davranışlar delege eden liderlerin daha az yenilikçi ve çevre ve pazarlamadaki değişime daha dirençli oldukları anlamına gelmektedir.

Son olarak, her bir firmanın liderinin takipçileri üzerinde bazı kontrolleri olduğu söylenebilir. Liderlik davranışlarının firmaların dinamik yeteneklerini ve motivasyonlarını, inovatif performansını, üretkenliğini, takipçilerini teşvik etmesini etkileyebilir. Gelecekteki çalışmalar, bu konuyu, yukarıda tartışılan liderlik türleri ve özellikleri ile örgüt kültürü, örgüt iklimi veya diğer bazı farklı örgütsel ve çevresel değişkenleri kapsayan farklı ve daha geniş örneklerle inleyebilirler.

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