



**Araştırma Makalesi • Research Article**

**A Study about the Effect of Positive Perception of Innovation on Leadership Styles**  
**Pozitif İnovasyon Algısının Liderlik Tarzları Üzerindeki Etkisine Yönelik Bir Araştırma**

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**Abstract:** Innovation refers to both a process and the end to be obtained as a result of this process. Innovation, which is not an invention on its own, can sometimes be considered as the gateway to a new invention, and sometimes to overcome the problems and difficulties we face. So that today we take a product or service and add new insights or novelties into it, then presenting it as output is an innovation. Innovation is basically defined as improvements and changes which provide added value to the enterprises. The impacts of innovation are generally seen as positive by business owners and executives, but in some cases this perception may be negative as well. The aim of this study is to research the effect of the perception that innovation will create a competitive advantage, will increase the product quality and is considered as an escape from a crisis, which are indeed positive perceptions of innovation, on transformational, interactional, charismatic, servant and strategic leadership styles. For this purpose, a survey was conducted on 108 SMEs operating in and around Bursa province. As a result of the related survey and further studies, the effect of the positive perception of innovation on the innovation-oriented leadership styles was determined as follows: on transformational leadership 51.9%, on interactional leadership 14%, on charismatic leadership 79.4%, on servant leadership 46.4% and on strategic leadership 40.2%. (Ethics Report: JSGA 30.06.2020)

**Keywords:** Innovation, Positive Perception of Innovation, Leadership Styles

**Öz:** İnovasyon -yenilikçilik- hem bir süreci hem de bu süreç sonucunda elde edilecek sonucu ifade etmektedir. Başlı başına bir buluş olamayan inovasyon bazen karşılaştığımız sorun ve sıkıntıların üstesinden gelmek bazen de yeni bir buluşun giriş kapısı olarak değerlendirilebilir. Öyleki günümüzde bir ürün veya hizmeti ele alıp ona yenilikler katarak tekrar çıktı olarak sunmak bir inovasyondur. İnovasyon, işletmelere katma değer sağlayacak yenilikler ve değişiklikler olarak değerlendirilmektedir. İnovasyonun yaratacağı etkiler işletme sahipleri ve yöneticiler tarafından pozitif olarak algılandığı gibi bazı durumlarda ise olumsuz olarak algılanabilmektedir. Bu çalışmada pozitif inovasyon algısı olan, inovasyonun krizden çıkış olarak algılanması, rekabet avantajı yaratacağı algısı ve ürün kalitesini arttıracak algısının dönüştürücü, etkileşimci, karizmatik, hizmetkâr ve stratejik liderlik üzerindeki etkisi araştırılmaktadır. Bu amaçla Bursa ili ve çevresinde faaliyet gösteren 108 KOBİ üzerinde anket uygulaması gerçekleştirilmiştir. Araştırma sonucunda pozitif inovasyon algısının; inovasyona yönelik dönüştürücü liderlik üzerinde %51,9; etkileşimci liderlik üzerinde %14; karizmatik liderlik üzerinde %79,4; hizmetkâr liderlik üzerinde %46,4 ve stratejik liderlik üzerinde %40,2 oranında etkisinin olduğu tespit edilmiştir. (Etik Raporu JSGA 30.06.2020)

**Anahtar Kelimeler:** İnovasyon, Pozitif İnovasyon Algısı, Liderlik Tarzları

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**Cite as/ Atıf:** Tokmak, M. (2023). A Study about the effect of positive perception of Innovation on leadership styles. *Anemon Muş Alparslan Üniversitesi Sosyal Bilimler Dergisi*, 11(1), 243-255 <http://dx.doi.org/10.18506/anemon.961261>

**Received/Geliş:** 02 July/ Temmuz 2021

**Accepted/Kabul:** 26 August/ Ağustos 2022

**Published/Yayın:** 30 April/ Nisan 2023

## Introduction

Innovation can be defined as the improvements which will increase the profits of the enterprises as well as providing added value. The changes that will occur as a result of the innovation practices within the enterprises can both be perceived as positive and in some cases negative by the business owners and executives.

The perception of innovation where it is seen as an escape from the crisis periods as well as where it creates a competitive advantage and increases the product quality is considered as the positive perception of the innovation. On the other hand, perception of not being able to manage the innovation, perception of innovation as a positional risk, perception of innovation where it is thought to be resisted by the employees and customers, perception of innovation as an uncertainty, perception that innovation will create radical changes and perception of innovation as an additional cost are considered as negative perceptions of innovation (Torun, 2016: 71).

In this study, the effects of positive perceptions of innovation belonging to the small and medium-sized business owners and executives on transformational, interactional, charismatic, servant and strategic leadership styles are investigated. For this purpose, a field survey was conducted for the business owners and executives of small and medium sized enterprises. Both the data obtained from the related literature review and the statistical results of the field research have been tried to be conveyed comparatively.

### 1. Conceptual Framework

In this chapter, innovation, positive perception of innovation and innovation-oriented leadership styles are described. In addition, this chapter also includes the researches in the related literature about innovation and leadership styles. The hypotheses developed for the purpose of the research are also included in this chapter.

#### 1.1 Concepts of Innovation and Positive Perception of Innovation

Innovation is producing, developing and commercializing a new process idea considering the new products, services or business models in the current market and launching it to the market (Gamal, Salah & Elrayyes, 2011: 7). According to Zeleny (2012: 441), innovation is qualitative or quantitative developments and improvements made on the product, process or business model. These improvements are considered to be certain changes to the existing product and service. If we want to define innovation by considering its purpose and market size, it can be expressed as a process which involves many stages in which the ideas are transformed into new and improved products, services or processes so that the organization can differentiate itself from others, provide competitive advantage and establish superiority over others (Baregheh, 2009: 1334).

Considering that the managers shape the innovation processes according to their perceptions of innovation, the importance of the perception of innovation can be understood more clearly. The perception of innovation as an escape from the crisis periods, the perception that it will create a competitive advantage, and the perception that it will increase the product quality are the positive aspects of innovation which are also evaluated positively by the executives. It is possible to explain the positive perceptions of innovation as follows (Torun, 2016: 23):

*The perception of innovation as an escape from the crisis periods:* Barker (2002: 35) states that the steps taken by the depressed enterprises or when the markets are uncertain may be possible only if the executives view innovations as a way out of crisis. İçke (2014: 33) stated that, when there is a global economic crisis, it would be disadvantageous for the financial markets in the world economy to continue to act as they did before the crisis. It is expected that the executives who want to turn crisis environments into an opportunity will tend towards innovation activities and overcome the crisis environment with product based, process based, organizational and marketing innovations.

*The perception that innovation will create a competitive advantage:* it is important in terms of competition for businesses to change their strategies, structures and processes, especially in harmony with the external environment (Damanpour & Gopalakrishnan, 1998, 11). Innovations are considered to be one of the most fundamental elements of gaining competitiveness in national and international markets, increasing productivity, economic growth and development, and thus increasing prosperity and quality of life for both countries and companies (Işık & Kılınc, 2011, 14). One of the most important tools driving the organizations that want to provide competitive advantage is the innovations. Because the logic behind the idea of innovation is to revitalize the organization, to improve performance, to meet or even exceed customer expectations, to offer the new and the different to the customers and to increase competitiveness through product, process, and technology renewal as well as certain proactive competition movements (Naktiyok, 2007: 226).

*The perception that innovation will increase the product quality:* Enterprises can gain recognition among customers only if they can receive feedback about the product and gain experience by working with underserved and developing markets (Kanter, 1999: 177). Innovation has always been recognized as a strong competitive tool to maintain competitive advantage and to provide good and quality service to its customers by numerous executives (Birasnav, Albufalasa & Bader, 2013: 64). Executives need to increase their efforts to implement innovation activities through appropriate market orientation (Rapp, Niels & Andrew, 2008: 21). With the innovation, product quality and product variety can be increased and thus it can be easier to tend towards different markets (Erdem, Gökdeniz & Met, 2011: 93-94).

## 1.2 Innovation-Oriented Leadership Styles

Collaborative behavior, information exchange, shared decision making, team size, team age and the leader-successor relationship time are the factors that have an impact on the innovation performance of enterprises (Liu, Chen & Tao, 2015: 39). The aim of this research is to study the level of influence of the positive perception of innovation on the transformational, interactional, charismatic, servant and strategic leadership styles. In the following paragraphs, brief theoretical information is given about the leadership styles which are discussed in the research.

*Transformational Leadership:* The transformational leader regards his/her employees for whom professional development he/she is responsible as the most valuable resource. He/she pays attention to the formation of an innovative environment suitable for the teams which will implement the innovation. He/she attaches importance to effective communication and information sharing among team members. For this purpose, he/she introduces new ideas to the enterprise, sets specific targets and encourages its subordinates to take initiative on innovation. (Senge, 1998; García-Morales, Matías-Reche & Hurtado-Torres, 2008: 189)

*Charismatic Leadership:* The charismatic leader is the one who can lead others to act in the direction he wants (Koçel, 2001: 605) and tends to lead his audience towards a collective goal within a shared vision (Göral, 2012: 64). Charismatic leaders have the capacity to motivate people more than expected (Tengilimoğlu, 2005: 7). The communication of a charismatic leader with his/her employees involves more than the dissemination of information (Bell, 2013: 67).

*Interactional Leadership:* The interactional leader generally sticks to the past rather than showing a proactive management style which favours change. His/her innovative aspect is weaker than the transformational leader. Therefore, the behavior of the interactional leader causes to a reduction in the level of potential creativity of his/her employees. The interactional leadership approach is a trend in which the subordinates' effort and performance in accordance with the desired criteria is encouraged by financial rewarding like "wage increase, premiums, etc.". (Hartog & Muijen, 1997; Si & Wi, 2011: 302)

*Servant Leadership:* The servant leader focuses on serving his/her subordinates instead of focusing on the qualifications of them. He/she tries to serve his/her subordinates by prioritizing them (Chung, 2011: 162). Servant leadership includes a leader who serves his/her subordinates to improve

their skills so that they can achieve certain goals and tasks (Page & Wong, 2000: 70). Servant leadership means that a leader tends to serve society, organization and individuals completely (Reed, Vidaver-Cohen & Colwell, 2011: 422).

*Strategic Leadership:* The strategic leader builds a bridge between past, present and future to combat known and unknown reality and probabilities by reaffirming the fundamental value and identity of the organization to ensure its continuity and integrity. Strategic leadership focuses on the human resources, structural/social capital and capabilities of the organization in meeting opportunities and threats. Within this framework, it provides a roadmap and vision that improves and restores the organization by adding meaning to the environmental chaos and uncertainty (Boal & Schultz, 2007: 2).

### 1.3 Literature Review and Research Hypotheses

There are several studies in the literature about positive perception of innovation and leadership styles. In their study involving hotel managers, Iorgulescu and Răvar (2013: 521) found that the general perception of managers about innovation is that it's an important tool to achieve competitive advantage. According to Erdem et al., (2011: 93-94), the most important reason for enterprises to make innovations is the perception that it will provide a competitive advantage. The perception that innovations will create a competitive advantage is mentioned by Damanpour and Gopalakrishnan (1998), Öztürk, Mesci and Kılınç (2013), Işık and Kılınç (2011), Doğan, Nebioğlu, Aydın and Doğan (2013), and Şendoğdu and Öztürk (2013) as well. In the surveys conducted by Barker (2002) and Sabuncu (2004), it was found out that executives acting with the idea of making innovations in order to turn crisis environments into an opportunity have achieved this goal and provided competitive advantage through related innovations. In the researches carried out by Rapp et al., (2008), Birasnav et al., (2013) and Naktiyok (2007), the results reveal that the innovations increases the product quality of the enterprises. In their research for small and medium-sized enterprises, Şendoğdu and Öztürk (2013: 104) stated that by making innovations, an executive can increase the productivity as well as the added value.

Research on the leadership approach and innovations in the literature have shown that the transformational leadership approach is more effective in promoting innovation compared to the interactional leadership approach (Gardner & Avolio, 1998; Jung, Chow & Wu, 2003). Within the framework of the researches in the literature, the following hypotheses have been developed in accordance with the purpose of the study:

*Hypothesis 1: Positive perception of innovation (getting out of crisis, competitive advantage, increase in quality) is effective on innovation-oriented transformational leadership.*

*Hypothesis 2: Positive perception of innovation (getting out of crisis, competitive advantage, increase in quality) is effective on innovation-oriented interactional leadership.*

*Hypothesis 3: Positive perception of innovation (getting out of crisis, competitive advantage, increase in quality) is effective on innovation-oriented charismatic leadership.*

*Hypothesis 4: Positive perception of innovation (getting out of crisis, competitive advantage, increase in quality) is effective on innovation-oriented servant leadership.*

*Hypothesis 5: Positive perception of innovation (getting out of crisis, competitive advantage, increase in quality) is effective on innovation-oriented strategic leadership.*

## 2. Methodology

In this chapter, information about the aim and method of the research, the sample of the research and the data collection tool used is included. The analysis of the data obtained as a result of the research and the testing of the hypotheses created in accordance with the purpose of the research are also included in this chapter.

## **2.1 The Aim and The Method of The Research**

The aim of this study is to investigate the effects of executives' positive perceptions about innovation on applied leadership styles. For this purpose, a field survey was conducted involving the executives working in and around Bursa province. In the field research, the questionnaire technique was used which is a quantitative research method. Multiple regression analysis was used to test the hypotheses created within the study. In addition, descriptive statistical data was included to determine the opinions of the participants.

## **2.2 The Sample of The Research and The Data Collection Tool**

The research was carried out with 108 small and medium business owners and executives in and around Bursa province. To collect data, a questionnaire was conducted. The questionnaire consists of three sections. In the first section, demographic information about the participants is included. In the second section, there are a total of 12 statements prepared to measure the positive perception of innovation, including 5 statements about whether it will create a competitive advantage, 4 statements about whether it is considered as a way of getting out of a crisis, and 3 statements about whether it will increase the product quality. Torun (2016)'s study was used in the preparation of statements about the positive perception of innovation. In the third section, about the leadership styles in the innovation process, 5 leadership styles (Transformational, Interactional, Charismatic, Servant and Strategic) are mentioned. Statements related to the transformational and interactional leadership styles were prepared using the research of Bass and Avolio (1990), statements related to the charismatic leadership style were prepared using the research of Bell (2013), Bakan and Büyükbese (2010) and Göral (2012), statements related to the servant leadership style were prepared using the research of Liden, Wayne, Zhao & Henderson (2008), and the statements related to the strategic leadership style were prepared using the research of Merih (2006) and (Torun, 2016). There are a total of 31 statements that consist of 9 statements of transformational leadership, 7 statements of charismatic leadership, 4 statements of interactional leadership, 5 statements of servant leadership and 6 statements of strategic leadership.

The five point Likert scale was used to measure the positive perceptions of innovation and leadership styles in the innovation process. The options were: Strongly Disagree (1), Disagree (2), Moderately Agree (3), Agree (4), Strongly Agree (5).

## **2.3 Analysis of Research Findings**

The data obtained from the survey were analyzed using the IBM SPSS 22.0 statistical package program. The hypotheses created in accordance with the purpose of the study were evaluated in a 95% confidence interval. The data obtained from the research were tested with multiple regression analysis and descriptive statistical analysis.

### **2.3.1 Demographic Data**

If we examine the demographic data of the business owner and executives, it can be seen that 104 (96.3%) of them were male and 4 (3.7%) of them were female. 38 (35,2%) people were between the ages of 20-30, 5 (4,6%) people were between the ages of 31-40, 44 (40,7%) people were between the ages of 41-50, and 21 (19,4%) people were over 51 years of age. When the educational background is examined, it can be seen that 21 (19,4%) of the participants are high school graduates, 37 (34,3%) of the participants are associate degree graduates and 50 (46,3%) of the participants are bachelor's degree graduates. When the number of employees of the participating small and medium-sized enterprises is examined, it is seen that there are 1-25 personnel in 17 (15,7%) of the enterprises, 26-50 personnel in 29 (26,9%) of the enterprises, 51-100 personnel in 12 (11,1%) of the enterprises, 101-150 personnel in 15 (13,9%) of the enterprises and 151-249 personnel in 35 (32,4%) of the enterprises.

### 2.3.2 Reliability Analysis and Descriptive Statistics.

The reliability of the scale (Cronbach's Alpha), which was developed to determine the positive perception of innovation of the business owner and executives participating in the study, was 77.3%. If the Cronbach's alpha value is between 0.60 and 0.80 ( $0.60 \leq \alpha \leq 0.80$ ), it means the scale is acceptably reliable (Kalaycı, 2008: 405). The reliability of the scale (Cronbach's Alpha), which was developed to determine the leadership styles for innovation, was 87.1%. If the Cronbach's alpha value is between 0.80 and 1.00 ( $0.80 \leq \alpha \leq 1.00$ ), it means the scale is highly reliable (Kalaycı, 2008: 405).

Descriptive statistical data for the scales used in the research are given in the table below.

**Table 1:** Descriptive Statistics of Positive Perception of Innovation Scale

Positive Perception of Innovation	N	Mean	S.D.
The perception of innovation as an escape from the crisis	108	3.33	0.50
The perception of innovation as it will create a competitive advantage	108	4.16	0.54
The perception of innovation as it will increase the product quality	108	3.83	0.72

The mean value of the perception of innovation as an escape from the crisis is 3.33. Considering that the mean value in the 5-point Likert scale is 3, the level of the perception of innovation as an escape from the crisis is slightly above average. The perception of innovation as it will create a competitive advantage is well above the average value. The perception of innovation as it will increase the product quality is also above the average value.

**Table 2:** Descriptive Statistics of Innovation-Oriented Leadership Styles Scale

Innovation-Oriented Leadership Styles	N	Mean	S.D.
Transformational Leadership	108	3.96	0.53
Interactional Leadership	108	3.34	0.47
Charismatic Leadership	108	3.79	0.51
Servant Leadership	108	3.45	0.39
Strategic Leadership	108	3.84	0.49

When the leadership styles of the business owners and executives who participated in the research are examined, it can be seen that the highest mean value is in the transformational leadership style. The lowest mean value, on the other hand, is in the interactional leadership style.

### 2.3.3 Testing of Research Hypotheses.

Multiple regression analysis was used to test hypotheses developed for the purpose of the study. The data obtained from the analysis and the results of the hypotheses are shown in the tables below.

**Hypothesis 1: Positive perception of innovation (getting out of crisis, competitive advantage, increase in quality) is effective on innovation-oriented transformational leadership.**

**Table 3:** Multiple Linear Regression Analysis for Hypothesis 1**Dependent Variable:** Transformational Leadership

<b>Independent Variables</b> (Positive Perception of Innovation)	<b>R<sup>2</sup></b>	<b>F</b>	<b>β</b>	<b>t</b>	<b>p</b>	<b>D-W</b>
The perception of innovation as an escape from the crisis			-.025	-0.321	.749	
The perception of innovation as it will create a competitive advantage	.519	37.459**	.390	5.068	.000**	2.326
The perception of innovation as it will increase the product quality			.319	5.288	.000**	

\*p&lt; 0,05 \*\*p&lt;0,01 are the significance levels.

In the multiple regression model, whether there is autocorrelation between the variables is determined by the Durbin-Watson test. Generally, a Durbin-Watson test value of 1.5 to 2.5 indicates that there is no autocorrelation (Öztürk, 2006: 267). As a result of multiple linear regression analysis, Durbin-Watson value was determined to be in the value range of (2,326). In the regression model, the R2 value can be seen as 0.519.

Approximately 52% of the transformational leadership style is explained by the positive perception of innovation. When beta values are analyzed, it is seen that 1 unit increase in perception that innovation will create a competitive advantage leads to an increase of 0.390 in transformational leadership style, 1 unit increase in the perception that innovation will increase product quality leads to an increase of 0.319 in transformational leadership style, while the perception of innovation as an escape from the crisis does not affect the transformational leadership style. Hypothesis 1, which examines the effect of positive perception of innovation on transformational leadership style, is therefore ACCEPTED.

**Hypothesis 2: Positive perception of innovation (getting out of crisis, competitive advantage, increase in quality) is effective on innovation-oriented interactional leadership.**

**Table 4:** Multiple Linear Regression Analysis for Hypothesis 2**Dependent Variable:** Interactional Leadership

<b>Independent Variables</b> (Positive Perception of Innovation)	<b>R<sup>2</sup></b>	<b>F</b>	<b>β</b>	<b>t</b>	<b>p</b>	<b>D-W</b>
The perception of innovation as an escape from the crisis			.322	3.445	.000**	
The perception of innovation as it will create a competitive advantage	.140	5.626**	-.220	-2.411	.018*	1.972
The perception of innovation as it will increase the product quality			.059	0.819	.414	

\*p&lt; 0,05 \*\*p&lt;0,01 are the significance levels.

As a result of multiple linear regression analysis, it was determined that there was no autocorrelation between the variables when the Durbin-Watson (1,972) value was examined. In the regression model, R2 value can be seen as 0.140.

14% of the interactional leadership style is explained by the positive perception of innovation. When the beta values are analyzed, it can be seen that 1 unit increase in the perception of innovation as an escape from the crisis leads to an increase of 0.3322 in the interactional leadership style, 1 unit increase in the perception that the innovation will create a competitive advantage causes a decrease of 0.220 in the interactional leadership style, and the perception that the innovation will increase the product quality does not affect the interactional leadership style. Hypothesis 2, which examines the impact of positive perception of innovation on interactional leadership style, is therefore ACCEPTED.

**Hypothesis 3: Positive perception of innovation (getting out of crisis, competitive advantage, increase in quality) is effective on innovation-oriented charismatic leadership.**

**Table 5:** Multiple Linear Regression Analysis for Hypothesis 3

<b>Dependent Variable:</b> Charismatic Leadership						
<b>Independent Variables</b>	<b>R<sup>2</sup></b>	<b>F</b>	<b>β</b>	<b>t</b>	<b>p</b>	<b>D-W</b>
(Positive Perception of Innovation)						
The perception of innovation as an escape from the crisis			.113	2.247	.027*	
The perception of innovation as it will create a competitive advantage	.794	133.497**	.141	2.876	.005**	1.756
The perception of innovation as it will increase the product quality			.536	13.871	.000**	

\*p< 0,05 \*\*p<0,01 are the significance levels

As a result of multiple linear regression analysis, it was determined that there was no autocorrelation between the variables when the Durbin-Watson (1,756) value was examined. In the regression model, R2 value can be seen as 0.794.

79.4% of the charismatic leadership style is explained by the positive perception of innovation. When the beta values are analyzed, it can be seen that 1 unit increase in the perception of innovation as an escape from the crisis leads to an increase in the charismatic leadership style by 0,113, 1 unit increase in the perception that the innovation will create a competitive advantage leads to an increase of 0.141 in the charismatic leadership style, and the perception that the innovation will increase the product quality leads to an increase in the charismatic leadership style by 0,536. Hypothesis 3, which examines the effect of positive innovation perception on charismatic leadership style, is therefore ACCEPTED.

**Hypothesis 4: Positive perception of innovation (getting out of crisis, competitive advantage, increase in quality) is effective on innovation-oriented servant leadership.**



**Table 6:** Multiple Linear Regression Analysis for Hypothesis 4

<b>Dependent Variable: Servant Leadership</b>						
<b>Independent Variables</b> (Positive Perception of Innovation)	<b>R<sup>2</sup></b>	<b>F</b>	<b>β</b>	<b>t</b>	<b>p</b>	<b>D-W</b>
The perception of innovation as an escape from the crisis			.412	6.694	<b>.000**</b>	
The perception of innovation as it will create a competitive advantage	.464	30.070**	.122	2.024	<b>.046*</b>	2.445
The perception of innovation as it will increase the product quality			.068	1.440	.153	

\*p< 0,05 \*\*p<0,01 are the significance levels.

As a result of multiple linear regression analysis performed for hypothesis 4, it was determined that there was no autocorrelation between the variables when the Durbin-Watson (2,445) value was examined. In the regression model, R2 value can be seen as 0.464.

46.4% of the servant leadership style is explained by the positive perception of innovation. When the beta values are examined, it can be seen that 1 unit increase in the perception of innovation as an escape from the crisis leads to an increase of 0,412 in servant leadership style, 1 unit increase in the perception that innovation will create a competitive advantage leads to an increase of 0,122 in servant leadership style, and that the perception that innovation will increase the product quality does not affect servant leadership style. Hypothesis 4, which examines the effect of positive perception of innovation on servant leadership style, is therefore ACCEPTED.

**Hypothesis 5: Positive perception of innovation (getting out of crisis, competitive advantage, increase in quality) is effective on innovation-oriented strategic leadership.**

**Table 7:** Multiple Linear Regression Analysis for Hypothesis 5

<b>Dependent Variable: Strategic Leadership</b>						
<b>Independent Variables</b> (Positive Perception of Innovation)	<b>R<sup>2</sup></b>	<b>F</b>	<b>β</b>	<b>t</b>	<b>p</b>	<b>D-W</b>
The perception of innovation as an escape from the crisis			.019	.236	.814	
The perception of innovation as it will create a competitive advantage	.402	23.277**	.247	3.078	<b>.003**</b>	2.010
The perception of innovation as it will increase the product quality			.300	4.766	<b>.000**</b>	

\*p< 0,05 \*\*p<0,01 are the significance levels.

As a result of multiple linear regression analysis performed for hypothesis 5, it was determined that there was no autocorrelation between the variables when the Durbin-Watson (2,010) value was examined. In the regression model, R2 value can be seen as 0.402.

40.2% of the strategic leadership style is explained by the positive perception of innovation. When the beta values are examined, it can be seen that 1 unit increase in the perception that innovation will create a competitive advantage leads to an increase of 0,247 in strategic leadership style, 1 unit increase in the perception that innovation will increase the product quality leads to an increase of 0,300 in strategic leadership style, and the perception of innovation as an escape from the crisis does not affect the strategic leadership style. Hypothesis 5, which examines the effect of positive perception of innovation on strategic leadership style, is therefore ACCEPTED.

### 3. Evaluation and Conclusion

Innovation is defined as improvements which provide added value to the enterprises. While some of the executives consider innovation-oriented activities as positive actions, others might get concerned that this situation may negatively affect the enterprise. In this study, the effect of positive perception of innovation on leadership styles within the enterprise is investigated. For this purpose, field research was conducted and the obtained data were tried to be conveyed by being compared with the other studies in the literature. The opinions of the business owners and executives who participated in the research on the positive perception of innovation are above the mean value. The positive perception of innovation having the highest mean value is the idea that innovation will create a competitive advantage.

As a result of the research conducted involving business owners and executives, it is observed that the most adopted leadership style is the innovation-oriented transformational leadership style. On the other hand, the leadership style with the lowest mean value is the interactional leadership style.

In the first hypothesis in which the effect of positive innovation perception on transformational leadership was tested, the value of R2 was found to be 51.9%. The perception that innovation will create a competitive advantage and increase product quality has a statistically significant effect on transformational leadership. As a result of the research conducted by Torun (2006, p. 101), it can be seen that all of the positive perceptions of innovation positively affect the transformational leadership style.

The impact of the positive perception of innovation on interactional leadership was tested in the second hypothesis. As a result of multiple linear regression analysis, it can be seen that R2 value equals to 14%. While the perception of innovation as an escape from the crisis positively affects the interactional leadership, the perception that it will create a competitive advantage affects it negatively.

In the third hypothesis in which the positive perception of innovation on charismatic leadership was tested, the R2 value was found to be 79.4%. Therefore, we can conclude that the charismatic leadership style is the most influenced leadership style by the positive perception of innovation. The perception of innovation as an escape from the crisis, the perception that it will create a competitive advantage and the perception that it will increase the quality of the product, all affect the innovation-oriented charismatic leadership style in a positive way. Torun (2006: 101) also found that the positive perception of innovation has a positive effect on charismatic leadership in a different study.

In the fourth hypothesis, which examined the effect of positive perception of innovation on the innovation-oriented servant leadership style, the R2 value was found to be 46.4%. The perception of innovation as an escape from the crisis and the perception that it will create a competitive advantage positively affect the innovation-oriented servant leadership style. In a similar study, it was determined

that the idea that innovation would be perceived as an escape from the crisis and would provide a competitive advantage positively affected the servant leadership (Torun, 2006: 101).

In the fifth hypothesis about the impact of positive perception of innovation on the innovation-oriented strategic leadership style, the value of R<sup>2</sup> was found to be 40.2%. Both the perception that innovation will increase the quality of the products and the perception that it will create a competitive advantage positively affects the strategic leadership style. Torun (2006: 101) also found that the positive perception of innovation positively affected the strategic leadership style, in a different study.

As a result, the positive perception of innovation affects all of the transformational, interactional, charismatic, servant and strategic leadership styles. It is seen that the business owners and executives who think that the innovation activities within their enterprises will have positive effects adopt the leadership styles mentioned. The positive perception of innovation has less influence on the interactional leadership style compared with others. The more traditional and authoritarian structure of the interactional leadership style may be the reason for this. It is thought that the research will contribute to both business world and academic literature. As a recommendation for further studies, it may be advisable to evaluate both the positive and negative aspects of the perception of innovation together by using a larger sample.

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