The Effect of Cultural Leadership on Motivation: A Study on Social Service Workers [1]

Filiz DEMİR [2]

Abstract

The main purpose of this study is to determine the effect of cultural leadership behaviors of corporate managers on employee motivation. The research was applied to employees of nursing homes and care centers operating within the scope of social service organizations in Karaman. It is a necessity for social service professionals acting with ethical and value principles to have cultural competence. Therefore, it is important to examine the relationship between cultural leadership and employee motivation in the social sevice sector, where cultural values come to the fore and employment is increasing. For this purpose questionnaires were distributed by convenience sampling. 443 valid data obtained were analyzed with SPSS and AMOS statistical programs. As a result of the analysis, a significant positive relationship was determined between cultural leadership and motivation. According to the results obtained from the regression analysis, it was determined that cultural leadership has a positive effect on the motivation of employees. The results of this study, which is important in terms of filling the gap in the field have been discussed in terms of its contributions and some suggestions have been made.

Keywords: *Cultural Leadership, Motivation, Social Service Workers*

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Kültürel Liderliğin Motivasyona Etkisi: Sosyal Hizmet Çalışanları Üzerine Bir Uygulama

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Öz

Bu araştırmada, kurum yöneticilerinin kültürel liderlik davranışlarının çalışan motivasyonuna etkisinin tespit edilmesi amaçlanmıştır. Araştırma, Karaman'da sosyal hizmet kuruluşları kapsamında faaliyet gösteren huzurevi, bakım ve rehabilitasyon merkezi çalışanları üzerinde uygulanmıştır. Etik ve değer ilkeleriyle hareket eden sosyal hizmet mesleği çalışanlarının kültürel yeterliliğe sahip olmaları hem kurumda çalışanlar hem de kurumdan faydalananlar açısından bir gerekliliktir. Dolayısıyla, kültürel liderlik ve çalışan motivasyonu ilişkisinin, kültürel değerlerin ön plana çıktığı ve istihdam oranı gittikçe artan sosyal hizmet sektöründe incelenmesi; hem sıklıkla tercih edilir hale gelen bakım hizmetlerinin çalışanlar nezdinde değerlendirilmesi hem de alandaki boşluğun doldurulması açısından önem taşımaktadır. Bu amaçla kolayda örnekleme yöntemiyle dağıtılan anketlerden elde edilen 443 geçerli veri SPSS ve AMOS istatistik programlarıyla analiz edilmiştir. Analiz sonucunda kültürel liderlik ve motivasyon arasında anlamlı pozitif bir ilişki tespit edilmiştir. Regresyon analizinden elde edilen sonuca göre ise kültürel liderliğin çalışanların motivasyonuna olumlu yönde etki ettiği saptanmıştır. Çalışmadan elde edilen sonuçlar, sağladığı katkılar açısından tartışılmış ve bazı önerilerde bulunulmuştur.

Anahtar Kelimeler: *Kültürel Liderlik, Motivasyon, Sosyal Hizmet Çalışanları*

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Introduction

The idea of examining institutions in terms of culture, which is a fairly new approach, has led to the emergence of many innovations in terms of management and organization by developing the idea that institutions have personality and culture as well as individuals (Learned and Sproat, 1972, p. 60). Cultural leadership, one of these innovations, is a leadership approach developed as a result of organizational leadership researches towards the end of the 20th century. Being generated for the creation and shaping of a strong cultural structure within the organization, cultural leadership ensures that organizational norms are internalized by subordinates and stakeholders, along with the concretization and shaping of organizational values (Geylani, 2013, p. 2). A large part of cultural values are not only reflected in commercial organizations and companies, but spread throughout the society. These values show their effects, especially in the field of social services. This reflection also represents a mutual interaction. While some social values create the unique subcultures of the organization, the organization is heavily influenced by the society it is in (Hofstede, 2011).

In this study, the effect of cultural leadership on motivation is investigated. The curiosity of the research is whether cultural leadership affects employee motivation, and if so, at what level. Based on the idea that different institutions and geographies have different cultural dimensions, it is aimed to investigate the relationship between cultural leadership and motivation based on individuals and businesses that take cultural values into account. During the research, rules of research and publication ethics were followed.

The cultural competence of social service workers is a dimension that overlaps with the ethical and value principles of the profession. Cultural competence requires the awareness of the cultural characteristics of the staff and clientele working (Alsancak, 2020, p. 1746). It is also being known that pro-social motivation has effects on the delivery of public services (Francois and Vlassopoulos, 2008).

Researches reveal that social workers experience problems such as issues with legislation, mobbing, excessive paperwork, underappreciation, inconvenience of physical conditions in institutions, workload, lack of personnel, insufficient salaries, burnout and dissatisfaction (Harrison, 1980; Berkün, 2010; Çüm and Köroğlu, 2021). Therefore, it is important to examine the research variables within the framework of the cultural values of social service workers, which is an ever-growing field of employment. Because, unlike the traditional Turkish family structure, families are increasingly choosing social services for the care of their sick, elderly and disabled relatives in today's difficult and busy living conditions. Services carried out in nursing homes require patience and persistence. It is thought that care services can be achieved better by keeping the employees' motivation levels high. While it is certain that many factors affect the motivation levels of social service workers, this seems possible, especially by supporting cultural values.

When cultural leadership researches in the literature are examined, it is seen that cultural leadership researches in Turkish literature are generally found in educational institutions (Uygur, 2021; Yıldırım, 2018; Gökalp, 2018; İlknur, 2017) and mostly studied with job satisfaction (Yıldırım, 2018; Çek, 2011), profession ethics (Yıldırım, 2018) or organizational commitment (Sağban, 2011). In the international literature, it is seen that rather the epistemic and theoretical foundations of cultural leadership are investigated than its relationship with different variables (Trice and Beyer, 1991; Grisham and Walker, 2008; Smith and Peterson, 2017; Nicoara, 2018; Tsai, Carr, Qiao and Supprakit, 2019). Additionally, no study has been found in which the effect or relationship of cultural leadership with motivation has been investigated.

In terms of the relationship between leadership and motivation, it is possible to come across studies investigating the relationship between various types of leadership and motivation. The main ones are general leadership studies (Khaliq, Usman and Ahmed, 2021; Galperin, Lituchy, Acquaah, Bewaji and Ford, 2014; Tezcan, 2006; Kurt, 2013, Bulut and Çavuş, 2015; Büyükdoğan and Arslanoğlu, 2017; Vural, 2016), while the others are researches on the transformational leadership (Kahya, 2020; Songur and İnce, 2020), authentic leadership (Aydınoğlu, 2020; Özerten, 2018), paternalistic leadership (Aydınoğlu, 2020; Nal and Sevim, 2019), charismatic leadership (Khaliq et al., 2021; Tezcan, 2006), toxic leadership (İskit, 2019), transactional leadership, and liberating leadership (Songur and İnce, 2020). However, it is seen that research on the relationship between leadership and motivation is mostly conducted by school administrators and schools (Kahya, 2020; Özerten, 2018; Vural, 2016; Büyükdoğan and Arslanoğlu, 2017; Ergen, 2009; Kurt, 2013; Ugar, 2019).

In summary, the concepts of leadership and motivation are necessary for an effective organization in today's business life. From this point of view, it is thought that investigating the relationship and effect of these two concepts by social service workers who adopt cultural values will contribute to the gap in national and international literature. For this purpose, in the study, firstly, the concepts of cultural leadership and motivation were explained and the interrelationship of the variables was examined within the scope of the literature, and some similar studies have been mentioned. Thus, research hypotheses were developed based on the institutional infrastructure and relevant literature. The hypotheses were tested by analyzing the data obtained from questionnaires distributed by convenience sampling with SPSS and AMOS statistical programs. Then, the findings of the research are mentioned. Finally, the research results were discussed in terms of their contributions, and some suggestions were put forward.

Conceptual Framework, Literature Review, Research Model, and Hypothesis Development

In this chapter, the concepts of cultural leadership and motivation are explained. In addition, the interrelationship of cultural leadership and motivation variables within the scope of the literature is examined and some similar studies have been alluded.

Cultural Leadership

Looking at the definitions of leadership in the literature; it can be said that a manager will only gain leadership features if he goes beyond the usual practices and current authority in influencing and directing the beliefs, value judgments, feelings, thoughts, and behaviors of the employees he manages (Yıldırım, 2018). In a cross-cultural situation, leaders and their followers can be guided by different leadership models. Because followers' cultural differences are different patterns that guide their expectations, they are perceived by the same leader at different levels of leadership (Ah Chong and Thomas, 1997, p. 279).

Different cultures have different values and beliefs. Therefore, the issue of leadership should not be considered separately from culture (Lewis, 1996, p. 70). Cultural leadership can be based on Hofstede's theory of cultural dimensions. According to the theory, a person's norms, behaviors, value judgments, and ways of evaluating events are generally influenced by the cultural characteristics of the society in which he lives (Hofstede, 1985). Leader behaviors are also affected by social culture and the power that creates this effect is organizational culture. The values and assumptions shared by the members of the organization have a meaning that indicates what is good, right, and important for them. In this case, there is a mutual interaction between organizational culture and leadership (Paşa Kabasakal and Bodur, 2001, p. 560).

Depending on the cultural elements that differ from society to society, leadership characteristics and organizational cultures also differ. In addition, the arguments valid for any culture may not be similar to other cultures. This situation reveals the importance of the concept of cultural leadership (Boyacıgiller, 2000, p. 3).

Cultural leadership is the process of creating cultural values in the organizational climate, developing these values, ensuring their continuity in the organization, and reaching the goals of the organization (Sergiovanni and Starrat, 1988, p. 198).

However, leadership behaviors exhibited by the cultural leader affect not only the culture of the organization he leads but also the social culture in which he lives (Tuhaoğlu and Gedikoğlu, 2009). The leader and his style are shaped differently in every organization according to the conditions of the institution under the influence and pressure of the corporate culture (Learned and Sproat, 1972, p. 60). In short, cultural leadership establishes a relationship that is difficult to establish between people and processes, enabling people to find their work meaningful and to gain satisfaction (Sergiovanni, 1987).

The cultural leader has two basic roles: defending and facilitating culture (Sutherland and Gosling, 2010). As part of the cultural advocacy role, the cultural leader works to inform about the importance of culture and to involve stakeholders in cultural activities. Within the scope of its role as a facilitator, the cultural leader provides stakeholders with the necessary opportunities and resources to participate in cultural activities and thus serves to develop the potential of individuals through culture (Yörük and Sağban, 2012). In addition, culture-oriented leaders create new traditions by adding new values and symbols to the organizational culture and increase the success of the institution by serving the formation of a strong corporate culture with the strong connections they have established between processes, people, and the environment (Cunningham and Gresso, 1993).

Motivation

The concept of motivation is defined as the willingness of the individual to meet his physical and psychological needs, showing the conditioning given by his essence (De Cenzo and Robbins, 1996, p. 296). Motivation, also known as the process of choosing among the actions that people voluntarily perform (Vroom, 1964), is a general name given to the tendency of individuals to act with their own will and desires to achieve a certain goal (Kreitner and Kinichi, 2009). Being derived from the Latin word "movere" meaning "to move" (Adair, 2003, p. 9), the concept owns the characteristics of initiating, maintaining, and constructively directing a certain movement (Eren, 2014, p. 474).

Motivation is what people need and want to do based on both personality and cultural psychology (Morling and Lee, 2017, p. 61). The way an organization motivates its employees to perform their duties varies according to the management style of the organization, the environment they live in, and the cultural values they use from this environment. There is no single method of motivating employees. It is also necessary to effectively determine whether the motivation method applied is suitable for the employee. Thus, a method that is suitable for one employee may not be sufficient or suitable for another employee. Therefore, many theories on motivation have been developed to determine the most appropriate motivation method for humans, who are social beings (Koçel, 2007, p. 501). The developed theories are separated into two main groups. The first is "Content Theories" known as "Traditional Theories" which focus on internal factors, and the second is "Process Theories" known also as "Modern Theories" which focus on external factors (Ryan and Deci, 2000). The content theories category includes Maslow's hierarchy of needs, Herzberg's two-factor theory, McClelland's theory of needs, and Alderfer's ERG theory. The common feature of these theories is that individuals have different needs and they are motivated when these needs are met. In the category of process theories, Vroom's expectancy theory and Locke's goal-setting theory, which explain how individuals can be motivated, are included (Robbins & Langton, 2005). Process theories focus on how individuals are motivated, while content theories focus on what motivates individuals. Apart from these two theories, there are also organizational justice theories and Adams' equity theory, which are called current theories (Luthans, 2005).

The innate motivation that pushes individuals to behave with the influence of personal, cognitive, social, and cultural factors is discussed under two headings internal and external. Extrinsic motivation is the type of motivation in which the behavior is performed for an outcome. The individual is motivated by external stimuli such as reward, acceptance, punishment, pressure, and being loved to perform a behavior as desired (Deci, Vallerand, Pelletier and Ryan, 1991, p. 327). Intrinsic motivation is the motivation that arises from the needs of the individual and directs him to perform behaviors in line with his needs. The curiosities, interests, learning needs, and self-development feelings that individuals develop to meet their needs are the sources of intrinsic motivation. The important thing in intrinsic motivation is that the individual takes action in line with his own wishes, without being influenced by an external stimulus (İlhan, 2015, p. 75).

Literature Review

Early research on leadership and motivation is based on Hofstede's (1980) work investigating whether American theories are valid in international practice. With the work of Hofstede, leadership and motivation research gained momentum. Among the studies, it is seen that the relationship between various leadership types and motivation has been investigated, but it is seen that the main ones are general leadership studies rather than a specific leadership type (Khaliq et al., 2021; Galperin et al., 2014; Tezcan, 2006; Kurt, 2013, Bulut and Çavuş, 2015; Büyükdoğan and Arslanoğlu, 2017; Vural, 2016). Similarly, Koçyiğit (2019) and Büyükyavuz (2015) has proven with a study conducted by health administrators that the exhibited leadership behavior increases the motivation of employees. Also Fisher (2009) provided an overview of motivation and leadership theories for social work managers and how to apply them to social work. The general conclusion obtained from the studies is that leaders have a positive and important role in work culture and employee motivation (Khaliq et al., 2021). Another important finding is that the leader's rewarding mechanism has a positive effect on motivation (Bulut and Çavuş, 2015), but it is seen that preferences changed in comparative studies. Accordingly, while some societies were motivated by support and non-monetary rewards, others stated task completion and financial rewards as the main motivators (Galperin et al., 2014).

When the literature on the relationship between leadership and motivation is examined, it is possible to come across different results in many studies, with various types of leadership. Research findings show that leaders generally use motivational tools to meet followers' high-level needs, increase employees' internal and external motivation levels and intercultural self-motivation (Budak and Budak, 2010, Wang and Gagné, 2013; Nal and Sevim, 2019; İskit, 2019; Kahya, 2020; Songur and İnce, 2020). However, it has been observed that the expertise and charismatic power of the leader has a stronger effect on employee motivation compared to other power sources (Tezcan, 2006).

Most of the research on cultural leadership in the literature is aimed at revealing the existing tendencies of security, respect, and self-actualization in organizations (Demir and Okan, 2009). While trying to meet a set of basic needs of human beings, the fact that they have different wishes in different cultural focuses (Morling and Lee, 2017, p. 61) has accelerated cultural leadership and motivation studies. In this context, it has been proven that certain needs of people in the national cultural structure are related to the cultural dimensions of individuality and collectivism. It has also been confirmed that the motivational content that directs the working person to a high level of performance will be shaped under the influence of the national culture. So, managerial approaches taking cultural values into account are of vital importance for the success of the organization (Demir and Okan, 2009). Also, it has been found in different studies that culture plays a vital role in employee motivation and therefore in the lives of organizations (Patnaik, 2011). If it is categorized based on motivation, it has been seen that employees' organizational culture perceptions are more effective on their intrinsic

motivation perceptions than the extrinsic ones (İpek and Taşdemir, 2019). When approached from the religious point of view, which is an important dimension of culture, it is seen that the main factors are explained as job motivation and job satisfaction in employee performance (Astuti, Shoikin and Ud-Din, 2020).

It is understood from the literature review that the relationship between leadership and motivation has been investigated within various leadership types and samples. However, no study was found in which the relationship and effect of cultural leadership with motivation were investigated on the foundation of social service workers. Based on these findings, the following research hypothesis was formed in line with the purpose of the research:

H1: Cultural leadership has a significant effect on motivation.

The research model created in line with the hypothesis established for the relationship between cultural leadership and motivation is as follows:
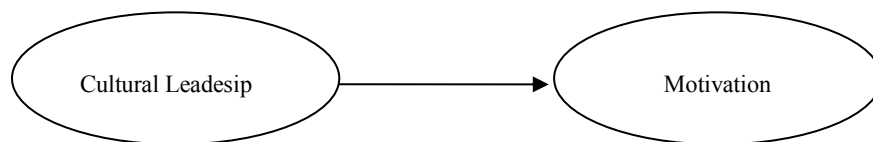

Figure 1. Research Model

Method
The method of the research is empirical and quantitative. To measure the effect of the variables, a field study was conducted with the questionnaire technique. In addition, the research conducted to determine the cause-effect relationships between the variables were designed as explanatory research.

Subject, Purpose, and Importance of the Research
This study aims to measure the effect of cultural leadership on motivation. Whether cultural leadership affects employee motivation, and if so, at what level is the subject of the research. Again, this study is important in examining the relationship between leadership perceptions and motivation within the framework of cultural values of social service workers, which is an ever-growing field of employment. It is thought that researching the subject in the presence of social service workers will contribute to the gap in national and international literature.

Data Collection Tools
To measure the cultural leadership perceptions and motivation of the employees; a questionnaire was prepared that takes the institutional and cultural differences of the employees into account. The questionnaire also includes demographic information, working conditions, the service rendered, and the structural dimension of the institution. In the first part of the three-divided questionnaire, inquiries about demographic information, in the second part, the cultural leadership scale, and in the third part, the motivation scale were included. Both scales are 5-point Likert-type scales ranging from (1) strongly disagree to (5) strongly agree. To determine the perception of cultural leadership, the "Cultural Leadership Scale", developed by Yıldırım (2001), consisting of

21 items and having a Cronbach Alpha reliability coefficient of 0.88, was used. As a data collection tool on motivation, the 21-item "Adult Motivation Scale" developed by Tulunay Ateş and İhtiyaroğlu (2019) was used. The Cronbach Alpha value of the motivation scale was calculated as 0.94.

To conduct the questionnaires, an ethics committee approval dated 21.03.2022 and decision numbered 02-2022/28 was obtained from the "Karamanoğlu Mehmetbey University Scientific Research and Publication Ethics Committee". The questionnaires were collected after the approval between 10-20 April 2022. 500 questionnaires were distributed by convenience sampling, but only 456 questionnaires were taken back. From these, 443 valid questionnaires were evaluated, and 13 incompletely filled questionnaires were not taken into consideration.

Universe and Sample
Based on the idea that different institutions and geographies have different cultural dimensions, it is aimed to research individuals and businesses that are especially affected by cultural values. To determine a reasonable universe, the selection of a region bearing traces of Anatolian culture was deemed appropriate. In this direction, the universe of the study consists of social service institutions in Karaman, and the sample consists of nursing homes, care, and rehabilitation institutions operating in Karaman and its districts. In addition to factors such as gender, age, race, and ethnicity; cultural leadership is defined as the process of creating cultural values in the organizational climate, developing these values, ensuring the continuity of them in the organization, and reaching the goals of the organization. Again, the cultural competence of social service workers overlaps with the profession's requirement of ethical and value principles. The sanctity of the practiced profession highlights the cultural competence that social service workers should own. Therefore, the sample of the study was selected from the social service work sector.

To determine the number of samples, the quantity of personnel that can be included in the research was determined by contacting the Karaman Provincial Directorate Human Resources Branch, dependent on the Ministry of Family and Social Services, and managers of private care and rehabilitation centers in Karaman. A total of around 620 employees were reported, with 390 in public institution residential care centers and 230 in private institution residential care centers.

In this context, professional staff working in different social service organizations were reached. In order of plurality, these professions consist of patient care and support personnel, social workers, nurses, social assistants, and examination officers.

When 443 employees included in the study were evaluated in terms of demographic characteristics; it was determined that 53.5% (n=237) of the employees were male and 46.5% (206) were female. When the age distribution is examined, it stands out that 11.5% (n=51) of the research participants are 18-24 years old, 23.5% (n=104) are 25-30 years old, 29.3% (n=130) are 31-39 years old, 22.1% (n=98) are 40-49 years old and 13.6% (n=60) are 50 years and over. 38.8% (n=172) of the employees are single and 60.3% (n=267) are married. It was determined that the majority of the employees (44.5%; n=197) who participated in the research were university graduates and the majority (31.8%; n=141) worked in the current business for 1-4 years. In addition, it has been appointed that the majority of the participants in the research (32.5%, n=144) work in enterprises with 10 to 49 employees.

Data Analysis Technique

Analysis of the research data was carried out with SPSS and AMOS packet programs. In the study, skewness and kurtosis values were checked to determine whether the data were normally distributed. As a result of the analysis, it was determined that the skewness coefficients range between -.301/-1.204, and the kurtosis coefficients range between -.620/2.659. In conducted studies, it is stated that the problem of not meeting the normality assumption can be ignored if the number of samples is larger than 200 (Hair, Anderson, Babin, & Black, 2010). As the sample of this study has doubled this number, it is possible to admit a normal distribution. Within the scope of the validity of the scales, exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) was performed, and Cronbach's Alpha values, one of the internal consistency analyses for reliability, were included. In addition to descriptive analyses, correlation analysis was conducted to determine the relationship between cultural leadership and motivation variables. Finally, linear regression analysis was conducted to measure the effect of cultural leadership on motivation.

Results

To ensure the construct validity of the cultural leadership and motivation scales used in the research, Exploratory Factor Analysis (EFA) was applied. The EFA results are given in Table 1. The Kaiser-Meyer-Olkin (KMO) test shows that the sample is sufficient for factor analysis in both cultural leadership (KMO=.961) and motivation variables (KMO=.911). The Bartlett test, which shows that the correlations between the items are suitable for factor analysis, is significant.

Table 1

EFA Results for Scales

Factors	Eigenvalues	Explained Variance %	Bartlett Test	K-M-O Test
Cultural Leadership	12.225	58.216	.000	.961
Motivation	7.511	41.729	.000	.911

As a result of EFA, it was determined that 21 items belonging to the cultural leadership scale were in a single-factor structure. Factor loads of the expressions were found to be between .38 and .85. It has been determined that the motivation scale has also a single-factor structure. The factor loads of the expressions were between .47 and .72. On the other hand, it was determined that the total explained variance for the cultural leadership scale was 58.216%, and the total explained variance for the motivation scale was 41.729%. When evaluated in general, a single factor structure was obtained for both cultural leadership and motivation scales. For the structures obtained as a result of CFA, Confirmatory Factor Analysis (CFA) was performed using the AMOS 21 program and the results are presented in Table 2.

Table 2

Results for the Measurement Models

Factors	Items	Factor Loads	CR
	KL1	.80	-
	KL2	.77	27.896
	KL3	.74	21.619
	KL4	.42	9.094
	KL5	.75	17.608
	KL6	.43	9.174
	KL7	.83	20.227
	KL8	.82	19.934
	KL9	.70	16.149
	KL10	.80	19.346
Cultural Leadership	KL11	.80	19.438
	KL12	.85	21.217
	KL13	.85	20.914
	KL14	.82	20.028
	KL15	.78	18.687
	KL16	.83	20.203
	KL17	.37	7.832
	KL18	.82	20.133
	KL19	.75	17.643
	KL20	.68	19.232
	KL21	.80	-
	M1	.59	10.189
	M2	.60	10.293
	M3	.47	8.595
	M4	.68	11.303
	M5	.43	7.981
	M7	.64	10.835
	M8	.67	11.201
	M10	.70	11.574
Motivation	M11	.46	8.399
	M12	.72	11.725
	M13	.69	11.478
	M14	.70	11.581
	M15	.67	11.136
	M16	.53	9.454
	M17	.52	9.196
	M19	.57	13.502
	M20	.62	15.695
	M21	.59	-
Goodness of Fit Index: x2/df=2.395, TLI=.912, IFI=.920, CFI=.919, RMSEA=.056, SRMR=.047			

Regarding the goodness of fit values of the measurement model; the (x2 /df) value below 5, TLI, IFI and CFI values above 0.90, and RMSEA and SRMR values below 0.08 mean acceptable (İlhan and Çetin, 2014; Meydan and Şeşen, 2015). In this context, as a result of DFA performed with the maximum likelihood method, the Goodness of Fit values of the data show that the model is compatible (Table 2).

On the other hand, Cronbach's Alpha values, one of the internal consistency analyzes related to reliability, were also examined. In this context, Cronbach's Alpha values for cultural leadership and motivation scales were calculated as .94 and .91, respectively, and it can be seen that they are high enough (Table 3).

Table 3

Mean, Standard Deviation, Reliability, and Correlation Values for the Variables

	Cultural Leadership	Mean	Standard Deviation	Cronbach's Alpha
Cultural Leadership	1	3.55	1.02	.94
Motivation	.310**	4.07	.64	.91

**Correlation is significant a the 0.01 level (2-tailed). N=443

According to Table 3, it can be said that the motivation levels of social service workers are quite high (4.07) and their perceptions of cultural leadership are relatively high (3.55). As a result of the correlation analysis, a positive relationship at the level of .310 was determined between cultural leadership and motivation.

Table 4

Regression Analysis Examining the Effect of Cultural Leadership on Motivation

Independent Variable	Beta (β)	T	Sig.
Cultural Leadership	.310**	6.852	.000
F	46.956		
R^2	.096		
Adjusted R^2	.094		

** Value is significant at the .001 level.

In Table 4, the results of the regression analysis examining the effect of cultural leadership perception on motivation are given. Here, cultural leadership is the independent variable and motivation is the dependent variable. The model explains 9.4% (Adjusted R2) of motivation. Looking at Table 4, cultural leadership has a positive effect of .31 on motivation. In other words, a unit change in cultural leadership causes a positive change of .31 in motivation.

To determine the interaction between the variables that are the subject of the research and to test the hypothesis developed, regression analysis has been performed within the scope of this study. When the results were evaluated, H1 established for the effect of cultural leadership on motivation is accepted. In other words, employees' cultural leadership perceptions are effective in their motivation levels.

Conclusion

In today's working life, the success of the organization depends on the efficiency and productivity of the employee, and the effectiveness and efficiency of the employee depends on his motivation. It is not enough to motivate the employees, it is also important how they are motivated. Especially those who take part in tasks where cultural values gain importance, such as social services, need moral support to facilitate the difficult task they do during this process. Cultural leadership, which is a type of leadership that supports the beliefs, values,

feelings, and thoughts of employees, has a key position in this regard. The characteristics of the cultural leader, the behaviors he exhibits, and the power sources he applies have a positive effect on employees such as caregivers, nurses, and patient support staff. Therefore, the leader should be aware of this effect and use it in employee motivation in the most effective way.

This study was applied to 443 professional staff working in nursing homes, care and rehabilitation institutions operating in Karaman city center and its districts to measure the effect of cultural leadership perceptions of social service workers on their motivation levels. H1, examining the research subject was tested and accepted according to the results of the analysis. According to the results obtained, cultural leadership has a significant and positive effect on motivation. This is thought to be because the participants are sensitive to cultural values in terms of their social service work profession and the geography they live in. The structure of the social service work sector based on human relations and empathy makes this conclusion logical.

Results of some studies carried out in different leadership types and sample groups on the relationship between leadership and motivation are also similar to the results of this study. Khaliq et al. (2021) and Bulut and Çavuş (2015) concluded that the leader's rewarding mechanism has a positive effect on motivation and that leaders have a positive and important role in the work culture and employee motivation. Galperin et al. (2014) stated in a comparative study that some societies are motivated by support and non-monetary rewards, while others are motivated by task completion and material rewards. When analyzed based on specific leadership types, it has been seen that transformational leadership (Budak and Budak, 2010; Wang and Gagné, 2013; Kahya, 2020; Songur and İnce, 2020), charismatic leadership (Tezcan, 2006), paternalist leadership (Nal and Sevim, 2019) and Islamic leadership (Astuti et al. 2020) have a significant and positive effect of on motivation. On the other hand, it has been observed that toxic leadership has a negative effect on intrinsic motivation and job satisfaction (Iskit, 2019). However, toxic leadership is a negative concept. This means that the negative effect of toxic leadership on motivation and job satisfaction is essentially in line with the other results obtained. Therefore, results obtained from the study, which examines the relationship between toxic leadership and motivation, also overlap with the results of this study. Similar findings have been reached in studies on one-to-one cultural leadership and motivation. A similar situation exists in social services. Koçyiğit (2019) has revealed that the leadership behavior exhibited by health administrators increases employee motivation. Also Büyükyavuz (2015) found that various leadership approaches increase the level of motivation in healthcare workers. According to the results of the research, cultural leadership and culture have a significant effect on employee motivation (Demir and Okan, 2009; Patnaik, 2011; İpek and Taşdemir, 2019).

It is thought that investigating the effect of cultural leadership on the concept of motivation, which are necessary factors for an effective organization in today's business life will contribute to the gap in the literature. Also, presenting a valid model proposal about the analyzed variables and considering that these are especially important for social service workers, who adopt cultural values, fills a theoretical gap in the literature. From an application point of view, it is clear that social service workers need to be motivated to perform their work more efficiently and more easily. For this, managers of social organizations have important duties. While managing employees, it is necessary to support them in terms of cultural values.

Similarly, a practical contribution is provided for institutions and their managers. One of the roles expected from managers, who are at the forefront of important institutions that affect the culture and enable its change, is the role of cultural leadership. In this context, knowing which groups have what kind of cultural characteristics and what motivates them, plays an important role in the smooth progress of the projects. Especially managers of institutions relying on human relations and empathy, such as the social service sector, should analyze the cultural structure of the society they live in and their immediate surroundings. For this,

social work administrators should receive training within the scope of leadership and motivation models. Cultural leaders should also interpret the values they analyze well and ensure that these values are transferred to society.

The general limitation of the study is that the study was not conducted in non-governmental organizations or multinational companies where immigrant individuals work relatively intensively. If the work area was an institution where foreign nationals work intensively, factors such as race and ethnicity would be the first area of consideration. It can be suggested that future studies on the subject can be implemented in such institutions with different methods at different times. Again, this study was limited in terms of variables. It is suggested that future studies can be enriched with variables such as empathy, organizational commitment, burnout, and dissatisfaction.

This and similar studies are important in terms of understanding the values that motivate employees trained in Turkish culture and the effect of culture on these values. Results obtained from this study also necessitate international research as mentioned above including different cultural elements; as a matter of fact, it is recommended to investigate cultural leadership studies based on different professional groups, different countries, at different times, and different demographic factors in terms of the applicability of projects.

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Genişletilmiş Özet

Amaç

Bu çalışmada kültürel liderliğin motivasyona etkisinin ölçülmesi amaçlanmıştır. Kültürel liderliğin çalışan motivasyonuna etki edip etmediği, ediyorsa bunun ne düzeyde olduğu araştırmanın merak konusudur. Bu çerçevede farklı kurum ve coğrafyaların farklı kültür boyutlarına sahip olduğu düşüncesinden hareketle özellikle kültürel değerlerden etkilenen bireyler ve işletmeler temelinde araştırma yapılması amaçlanmıştır. Dolayısıyla, gittikçe büyüyen bir istihdam alanı olarak karşımıza çıkan sosyal hizmet çalışanlarının kültürel değerleri çerçevesindeki liderlik algıları ve motivasyon ilişkisinin incelenmesi kararlaştırılmıştır. Çalışmanın bulgularının ulusal ve uluslararası yazındaki boşluğa bir katkı sağlayacağı düşünülmektedir.

Tasarım ve Yöntem

Araştırmanın yöntemi, ampirik ve niceldir. Araştırmada değişkenlerin etki ölçümü amacıyla alan araştırması yapılmıştır. Veri toplama aracı olarak anket tekniğinden yararlanılmıştır. Ayrıca değişkenler arasındaki neden-sonuç ilişkilerinin belirlenmesi amacıyla yapılan araştırma, açıklayıcı bir araştırma olarak tasarlanmıştır.

Çalışanların kültürel liderlik algıları ve motivasyonunu ölçmek amacıyla; kurumsal ve kültürel farklılıklar göz önünde bulundurularak çalışanların demografik bilgileri, çalışma koşulları, verilen hizmet/işin doğası ve kurumun yapısal boyutunu içeren bir anket formu hazırlanmıştır. Üç bölümden oluşan anket formunun birinci kısmında demografik bilgilere ilişkin sorular, ikinci bölümünde kültürel liderlik ölçeği (Yıldırım, 2001) ve üçüncü bölümde motivasyon ölçeği (Tulunay Ateş ve İhtiyaroğlu, 2019) yer almıştır. Anketlerin uygulanabilmesi için "Karamanoğlu Mehmetbey Üniversitesi Bilimsel Araştırma ve Yayın Etik Kurulu"ndan 21.03.2022 tarihli ve 02-2022/28 karar numaralı etik kurul izni alınmış, veriler 10-20 Nisan 2022 tarihleri arasında toplanmıştır.

Farklı kurum ve coğrafyaların farklı kültür boyutlarına sahip olduğu düşüncesinden hareketle özellikle kültürel değerlerden etkilenen bireyler ve işletmeler temelinde araştırma yapılması amaçlanmıştır. Makul bir evren belirlemek maksadıyla Anadolu kültürünün izlerini taşıyan bir bölgenin seçimi uygun görülmüştür. Bu doğrultuda çalışmanın evrenini Karaman genelindeki sosyal hizmet kuruluşları, örneklemini ise Karaman ve ilçelerinde faaliyet gösteren huzurevi, bakım ve rehabilitasyon kurumları oluşturmaktadır. Kültürel liderlik; cinsiyet, yaş, ırk, etnik köken gibi faktörlerin yanında örgüt ikliminde kültürel değerler oluşturma, bu değerleri geliştirerek örgütte kültürel değerlerin devamlılığını sağlayıp örgütün amaçlarına ulaşma süreci olarak tanımlanmıştır. Sosyal hizmet uzmanlarının kültürel yeterliliğe sahip olmaları ise, mesleğin etik ve değer ilkeleri gerektirmesi açısından örtüşmektedir. İcra edilen mesleğin kutsallığı sosyal hizmet çalışanlarında bulunması gereken kültürel yeterliliği ön plana çıkarmaktadır. Dolayısıyla çalışmanın örneklemi sosyal hizmet sektöründen seçilmiştir.

Örneklem sayısının belirlenebilmesi için Aile ve Sosyal Hizmetler Bakanlığı Karaman İl Müdürlüğü İnsan Kaynakları Şubesi ve Karaman ilindeki özel bakım ve rehabilitasyon merkezleri müdürleri ile iletişime geçilerek araştırmaya dahil edilebilecek personelin sayısı tespit edilmiştir. Resmi kurum yatılı bakım merkezlerinde 390, özel kurum yatılı bakım merkezlerinde ise 230 olmak üzere toplamda 620 civarı çalışan sayısı bildirilmiştir.

Bu çerçevede kolayda örnekleme yoluyla farklı sosyal hizmet kuruluşlarında görev yapan meslek elemanlarına ulaşılmıştır. Bu meslek elemanları; hasta bakım ve destek personeli başta olmak üzere sosyal hizmet uzmanları, hemşireler, sosyal yardım ve inceleme görevlilerinden oluşmaktadır. Elde edilen 443 geçerli veri analize tabi tutulmuştur. Araştırma verilerinin analizi, SPSS ve AMOS analiz programlarıyla gerçekleştirilmiştir.

Ölçeklerin geçerliliği kapsamında keşfedici faktör analizi (KFA) ve doğrulayıcı faktör analizi (DFA) yapılmış olup güvenilirliğine ilişkin içsel tutarlılık analizlerinden Cronbach Alfa değerlerine yer verilmiştir. Tanımlayıcı analizlerin yanı sıra kültürel liderlik ile motivasyon değişkenleri arasındaki ilişkinin tespit edilmesine yönelik korelasyon analizi yapılmıştır. Son olarak kültürel liderliğin motivasyona etkisini ölçmeye yönelik doğrusal regresyon analizi yapılmıştır.

Bulgular

Elde edilen bulgulara göre sosyal hizmet çalışanlarının motivasyon düzeylerinin oldukça yüksek (4,07) olduğu, kültürel liderlik algılarının nispeten yüksek (3.55) düzeyde olduğu söylenebilir. Korelasyon analizi sonucunda, kültürel liderlik ile motivasyon arasında .310 düzeyinde pozitif bir ilişki tespit edilmiştir. Özetle, kültürel liderliğin motivasyon üzerinde .31'lik pozitif bir etkisi bulunmaktadır. Diğer bir ifadeyle işgörenlerin kültürel liderlik algıları motivasyon düzeylerinde etkili olmaktadır. Kültürel liderlik algısının motivasyon üzerindeki etkisini inceleyen regresyon analizi sonuçlarına göre ise kültürel liderlik, motivasonun %9,4 (Adjusted R^2)'ini açıklamaktadır. Bu durumun, katılımcıların icra ettikleri sosyal hizmet mesleği ve yaşadıkları coğrafya itibariyle kültürel değerler konusunda hassasiyet taşıdıklarından ileri geldiği düşünülmektedir. Sosyal hizmet sektörünün insan ilişkilerine ve empati duygusuna dayanan yapısı bu sonucu mantıklı kılmaktadır.

Liderlik ve motivasyon ilişkisi konusunda farklı liderlik türleri ve örneklem gruplarında gerçekleştirilen bazı çalışmaların sonuçları da bu çalışmanın sonuçları ile benzerlik göstermektedir. Khaliq vd. (2021) ile Bulut ve Çavuş (2015) çalışmalarında, liderin ödüllendirme mekanizmasının motivasyona olumlu etki ettiği ve liderlerin çalışma kültürü ve çalışan motivasyonu üzerinde olumlu ve önemli bir rolü olduğu sonucunu elde etmişlerdir. Galperin vd. (2014), karşılaştırmalı bir çalışmada bazı toplumların destek ve parasal olmayan ödüllerle motive olurken, diğerlerinin görev tamamlama ve maddi ödüllerle güdülendiğini belirtmişlerdir. Spesifik liderlik türleri temelinde incelendiğinde, dönüşümcü liderliğin (Budak ve Budak, 2010; Wang ve Gagné, 2013; Kahya, 2020; Songur ve İnce, 2020), karizmatik liderliğin (Tezcan, 2006), paternalist liderliğin (Nal ve Sevim, 2019) ve İslami liderliğin (Astuti vd. 2020) motivasyon üzerinde anlamlı ve pozitif yönde etkisini saptayan çalışmalara rastlanmıştır. Toksik liderliğin ise içsel motivasyona ve iş tatminine negatif etki ettiği görülmüştür (İskit, 2019) fakat toksik liderlik negatif bir kavram olup, motivasyona ve iş tatminine negatif etki etmesi sonucu elde edilen diğer sonuçlarla aynı doğrultuda olduğu anlamını taşımaktadır. Dolayısıyla toksik liderlik ve motivasyon ilişkisinin irdelendiği çalışmadan elde edilen sonuçlar da bu çalışmanın sonuçlarıyla örtüşmektedir.

Birebir kültürel liderlik ve motivasyon ile ilgili yapılan araştırmalarda da benzer bulgulara erişilmiştir. Araştırma sonuçlarına göre kültürel liderlik ve kültür, çalışan motivasyonu üzerinde anlamlı bir etkiye sahiptir (Demir ve Okan, 2009; Patnaik, 2011; İpek ve Taşdemir, 2019).

Sınırlılıklar

Çalışmanın sınırlılığı, göçmen bireylerin görece yoğun olarak çalıştıkları sivil toplum kuruluşlarında veya çok uluslu şirketlerde yapılmamış olmasıdır. Çalışma alanı, yabancı uyrukluların yoğun olarak çalıştığı bir kurum olsaydı, ırk ve etnik köken gibi faktörler ilk dikkate alınan konu olurdu. Konuyla ilgili gelecekte yapılacak çalışmaların bu tür kurumlarda farklı zamanlarda farklı yöntemlerle uygulanması önerilebilir. Yine bu çalışma değişkenler açısından sınırlandırılmıştır. Gelecekteki çalışmaların empati, örgütsel bağlılık, tükenmişlik ve memnuniyetsizlik gibi değişkenlerle zenginleştirilebileceği önerilmektedir.

Öneriler

Kültürü etkileyen ve kültürün değişimini sağlayan önemli kurumların başında gelen yöneticilerden beklenen rollerden biri de kültürel liderlik rolüdür. Bu kapsamda hangi grupların ne tür kültürel özelliklere sahip oldukları ve kendilerini motive eden unsurların neler olduklarını bilmek, projelerin aksamadan ilerlemesinde önemli rol oynamaktadır. Özellikle sosyal hizmet sektörü gibi insan ilişkilerine ve empati duygusuna dayanan kurumların yöneticileri yaşadığı toplumun ve yakın çevresinin kültürel yapısını iyi analiz etmelidir.

Kültürel liderler aynı zamanda, analiz ettiği değerleri iyi yorumlamalı ve bu değerlerin topluma aktarımını sağlamalıdır. Bu ve benzeri araştırmalar Türk kültüründe yetişmiş çalışanları motive eden değerler ve bu değerler üzerinden kültürün etkisini anlamak açısından önemlidir. Buradan elde edilen sonuçlar farklı kültür unsurlarını barındıran uluslararası araştırmaları da gerekli kılmaktadır; nitekim kültürel liderlik çalışmalarının farklı meslek grupları, farklı ülkeler ve farklı demografik etkenler temelinde araştırılması projelerin uygulanabilirliği açısından önerilmektedir.

Özgün Değer

Günümüz iş hayatında etkili bir örgüt için gerekli bir unsur olan kültürel liderliğin yine gerekli diğer bir unsur olan motivasyona etkisinin araştırılmasının yazındaki boşluğa katkı sağlayacağı düşünülmektedir. Ayrıca incelenen değişkenler çerçevesinde geçerli bir model önerisinin sunulması ve bunun öneminin özellikle kültürel değerleri benimseyen sosyal hizmet çalışanları için ortaya konulması alan yazın için teorik bir katkı oluşturmaktadır.

Bu çalışmayla aynı zamanda kurumlara ve yöneticilerine de pratik bir katkı sağlanmaktadır. Kültürü etkileyen ve değişimini sağlayan önemli kurumların başında gelen yöneticilerden beklenen rollerden biri de kültürel liderlik rolüdür. Bu bağlamda, hangi grupların ne tür kültürel özelliklere sahip olduğu ve onları neyin motive ettiğini bilmek, projelerin sorunsuz ilerlemesinde önemli bir rol oynamaktadır. Özellikle sosyal hizmet sektörü gibi insan ilişkilerine ve empatiye dayalı kurumların yöneticileri, içinde yaşadıkları toplumun ve yakın çevrelerinin kültürel yapısını iyi analiz etmelidir. Kültürel liderler analiz ettikleri değerleri iyi yorumlamalı ve bu değerlerin topluma aktarılmasını sağlamalıdır.