ARAŞTIRMA MAKALESİ / RESEARCH ARTICLE

A REVIEW OF MCFARLAND USA (2015) MOVIE IN THE CONTEXT OF LEADERSHIP AND PSYCHOLOGICAL CAPITAL

MCFARLAND USA (2015) FİLMİNİN LİDERLİK VE PSİKOLOJİK SERMAYE BAĞLAMINDA İNCELEMESİ

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ABSTRACT

The study aims to examine the general leadership characteristics, leadership development and leadership style of the Jim White character in the McFarland USA (2015) movie in the context of leadership, the psychological capital levels of the team players coached by the White character in the context of psychological capital, and the development of psychological capital together with White's leadership. In addition, revealing the relationship between leadership and psychological capital based on characters is another aim of the study. In line with these aims, the content analysis method, one of the qualitative research methods, is used. As a result of the content analysis, it is concluded that the character White possesses leadership traits and tends to exhibit servant leadership among leadership types. In terms of psychological capital, it is concluded that the psychological capital levels of team players are quite low before White's leadership, but their psychological capital levels improve with the influence of White's leadership. It is also concluded that team players contain content related to four dimensions of psychological capital (hope, optimism, resilience, self-efficacy).

Keywords: : Leadership, Psychological Capital, Servant Leadership, Content Analysis, Organizational Behavior.

JEL Classification Codes: D23, M53, M10.

ÖZ

Bu çalışmada McFarland USA (2015) filmindeki Jim White karakterinin liderlik bağlamında genel liderlik özellikleri, liderlik gelişimi ve liderlik tarzı, filmdeki White karakterinin antrenörlük yapmış olduğu takım oyuncularının ise psikolojik sermaye bağlamında psikolojik sermaye düzeyleri ve White'ın liderliği ile birlikte psikolojik sermaye gelişimlerinin incelenmesi amaçlanmaktadır. Ayrıca karakterlerden hareketle liderlik ve psikolojik sermaye ilişkisini ortaya koymak çalışmanın bir diğer amacını oluşturmaktadır. Söz konusu amaçlar doğrultusunda nitel araştırma yöntemlerinden içerik analizi yönteminden yararlanılmıştır. Yapılan içerik analizi neticesinde White karakterinin liderlik özellikleri taşıdığı ve liderlik türlerinden ise hizmetkar liderliğe yatkın olduğu sonucuna ulaşılmıştır. Psikolojik sermaye bağlamında ise takım oyuncularının White'ın liderliği öncesinde psikolojik sermaye düzeylerinin oldukça düşük olduğu ancak White'ın liderliğinin etkisi ile psikolojik sermaye düzeylerinin gelişim gösterdiği sonucuna ulaşılmıştır. Ayrıca takım oyuncularının psikolojik sermayenin dört boyutuna (umut, iyimserlik, dayanıklılık, öz yeterlilik) ilişkin içerikler barındırdığı sonucuna ulaşılmıştır.

Anahtar Kelimeler: Liderlik, Psikolojik Sermaye, Hizmetkar Liderlik, İçerik Analizi, Örgütsel Davranış.

JEL Sınıflandırma Kodları: D23, M53, M10.

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GENİŞLETİLMİŞ ÖZET

Amaç ve Kapsam:

Liderlik gerek çalışma hayatında gerekse de literatürde önemli bir konu olarak ön plana çıkmaktadır. Liderlerin örgütlerin başarılarında etkin role sahip olması ve literatürdeki çalışmalarda da bu etkinin desteklenmesi, söz konusu önemin başlıca nedenlerindendir. Bunun yanı sıra takipçilerini etkileyebilme, motive etme, yönlendirme gibi harekete geçirici davranışlarda temel rol oynayan liderler, örgütün başarısında önem kazanan insan unsurunun iş çıktılarının, tutum ve davranışlarının olumlu ve olumsuz etkilenmesinde belirleyici bir rol üstlenmektedir. Çalışanların, işlerinde olumlu ve olumsuz tutumlara sahip olmasında etkili olan unsurlardan biri de liderin tutum ve davranışları ile karakterize edilen ve sergilenen liderlik tarzıdır. Değişen liderlik türüne bağlı olarak sadece örgüt başarıları olumlu ya da olumsuz etkilenmemekte bunun yanı sıra takipçilerinin kişisel yaşamlarında da yansımaları görülmektedir. Bu yansımanın farkını ortaya koyan konulardan birisini de literatürdeki psikolojik sermaye kavramı oluşturmaktadır. Liderlerin gerek karizmasıyla gerekse de becerileriyle takipçilerini etkileyebilme gücüne sahip olması, söz konusu takipçilerin yaşamlarında olumlu/olumsuz değişiklikler meydana gelmesinde aktör olarak rol oynamalarına etki etmektedir. Liderlerin takipçilerinin yaşamlarında meydana getirdiği değişim ve dönüşüm ile de kişilerin hayata karşı yaklaşımları da değişebileceği için psikolojik sermayelerinde de bir değişimin olması beklenilmektedir. Bireylerin pozitif gelişim durumlarını ifade eden psikolojik sermaye kavramı, iyimserlik, dayanıklılık, umut ve öz yeterlilik olmak üzere dört boyutlu bir yapıdan oluşmaktadır. Hayata karşı daha umutlu olup olmamaları, iyimser ya da kötümser olmaları, dayanıklılıkları ya da kendilerine olan inançlarını yansıtan öz yeterlilikleri de liderin etkisi ile yansıyan değişimin bir parçasını oluşturmaktadır. Bu kapsamda, bu çalışmada McFarland USA (2015) filmindeki Jim White karakterinin liderlik bakımından, White karakterinin antrenörlük yapmış olduğu takım oyuncularının ise psikolojik sermaye düzeylerinin incelenmesi amaçlanmaktadır. Bu doğrultuda, mevcut çalışmada lider açısından liderlik bağlamında, takipçi açısından ise psikolojik sermaye bağlamında ele alarak iki taraflı olarak bütüncül bir yaklaşımı temel alan inceleme yapılması amaçlanmaktadır. Söz konusu genel amaç kapsamında McFarland USA (2015) filminin ana karakteri olan Jim White karakterinin liderlik ile ilişkili içerikler barındırdığı düşünülmekte ve buna yönelik öncelikle White karakterinin genel olarak liderlik özellikleri açısından incelenmesi sonrasında ise Jim White karakterinin yatkın olduğu düşünülen liderlik tarzı belirlenerek belirlenen liderlik kapsamında literatüre yönelik analiz edilmesi araştırmanın ilk amacını oluşturmaktadır. Filmde Jim White karakterinin antrenörlük yaptığı takım oyuncularını (Danny Diaz, Thomas Valles, Damacio Diaz, Victor Puentes, David Diaz, Johnny Sameingo, Jose Cardenas) psikolojik sermaye kapsamında hem genel düzeyde hem de dört alt boyutlarını oluşturan umut, iyimserlik, öz yeterlilik, dayanıklılık bağlamında White'ın liderliği öncesi ve sonrası göz önünde bulundurularak analiz edilmesi ise araştırmanın ikinci amacını oluşturmaktadır. Bunun yanı sıra White karakterinin liderliğinin etkisi ile takım oyuncularının psikolojik sermayelerindeki gelişim düzeylerini ortaya koyarak liderlik ve psikolojik sermaye ilişkisini somut bir örnekle ortaya koymak araştırmanın bir diğer amacını oluşturmaktadır.

Yöntem:

Araştırmada nitel araştırma yöntemlerinden biri olan içerik analizi yöntemi kullanılmıştır. Mevcut araştırmada doküman incelemesinden yararlanılmıştır. Doküman incelemesi, yazılı, görsel gibi çeşitli formatlarda olan dökümanların belli bir konuya ilişkin anlayış kazanmak için sistemli bir şekilde incelenmesini içermektedir (Bowen, 2009). Öncelikle Jim White karakterinin liderlik özellikleri genel düzeyde incelenmiş, ardından Jim White karakterinin özelliklerine uygun olduğu düşünülen liderlik tarzı kapsamında analiz edilmiştir. Liderliğe benzer şekilde psikolojik sermaye bağlamında öncelikle genel düzeyde incelenmiş, daha sonra psikolojik sermayenin umut, özyeterlilik, dayanıklılık ve iyimserlik boyutlarıyla birlikte analiz edilmiştir.

Bulgular:

Araştırmadan elde edilen bulgular neticesinde McFarland USA filmindeki Jim White karakteri genel düzeyde rehberlik, motive etme, harekete geçirme, vizyon vb. gibi liderlik özelliklerine sahiptir. White karakterinin hizmetkar liderlik yaklaşımında, Spears'ın (1998) belirlediği on boyutun tamamı (dinleme, empati, iyileştirme, ikna, kavramsallaştırma, farkındalık, öngörü, hizmet odaklılık, topluluk oluşturma ve kişisel gelişim) kapsanmaktadır. Psikolojik sermaye bağlamında ise McFarland USA filminde Jim White'ın antrenörlük yaptığı takım oyuncuları incelendiğinde, oyuncuların Jim White ile tanışmadan önce hayata karşı tutum ve yaklaşımlarının genel olarak karamsar olduğu gözlemlenmiştir. Ancak Jim White'ın liderliğinin etkisi ile oyuncuların psikolojik sermaye düzeyleri gelişim göstermiştir. Psikolojik sermayenin alt boyutları bağlamında ise Luthans vd. (2004)'nin yaklaşımı ile incelendiğinde umut, iyimserlik, öz yeterlilik, dayanıklılık olmak üzere dört boyutla da ilişkili olduğu sonucuna ulaşılmıştır. Bunun yanında bu dört boyuta ilişkin takım oyuncuları başlangıçta negatif bir tutum içerisinde iken yani daha umutsuz, kötümser, düşük öz yeterlilik ve düşük dayanıklılık düzeylerine sahip iken Jim White'ın liderliği ile de tam tersine dönüşmüştür (daha iyimser, umutlu, yüksek düzeyde dayanıklılık ve öz yeterliliğe). Bu nedenle, psikolojik sermayenin dört boyutuna yönelik hem olumlu hem de olumsuz içerikler barındırdığı gözlemlenmiştir.

Sonuç ve Tartışma:

Liderlik, sürekli güncellenen literatürü ile önem kazanan bir konudur. Psikolojik sermaye ise çalışan psikolojisinin örgütsel çıktılara etkisi düşünüldüğünde önem kazanan bir diğer konudur. Literatürde liderlik konusunda çok fazla çalışma yer almaktadır. Ancak nitel araştırmalarda daha çok Mustafa Kemal Atatürk, Steve Jobs, Gandhi gibi liderliği ön plana çıkan kişilere ağırlık verilmiştir. Bu çalışmada ise daha önce literatürde hiç analizi yapılmamış McFarland USA filminin analizi yapılarak literatüre katkı sağlanmaya çalışılmaktadır. Bunun yanı sıra çalışmanın White'ın liderlik özelliklerini öncelikle genel düzeyde sonra ise White'ın liderlik tarzı bağlamında özel ele alması da mevcut çalışmayı literatürden farklılaştırmaktadır. Ayrıca mevcut çalışmada hem lider (Jim White-liderlik) tarafından değerlendirilmesi hem de liderin etkilediği kişiler (takım oyuncuları-psikolojik sermaye) bağlamında değerlendirilmesi ile bütünleyici bir yaklaşımla ele alınması bakımından çalışma önem taşımaktadır.

1. INTRODUCTION

Leadership comes to the forefront as an important issue both in working life and literature. The fact that leaders have an active role in the success of organizations and the support of this effect in the studies in the literature is one of the main reasons for this importance. In addition, leaders who play a fundamental role in stimulating behaviors such as influencing, motivating, and directing their followers play a decisive role in positively and negatively affecting the human element, which is important in the success of the organization. In the said positive and negative effects, the type of leadership that has a wide area in the literature and reflects the attitudes and behaviors of the leader is effective. Depending on the changing leadership type, not only the success of the organization is affected positively or negatively, but it is also visibly reflected in the personal lives of its followers. One of the issues that reveal the difference in this reflection is the concept of psychological capital in the literature. The fact that leaders have the power to influence their followers, both with their charisma and skills, affects their role as actors in the positive/negative changes in their lives. There will be a change in their psychological capital, as the change and transformation of the leaders in the lives of their followers can also change people's approaches to life. The concept of psychological capital, which reflects the positive development of individuals, whether people are more hopeful towards life, whether they are optimistic or pessimistic, their resilience or self-efficacy reflecting their belief in themselves, is also a part of the change reflected by the influence of the leader.

In this context, this study aims to examine the movie McFarland USA (2015), which is thought to be related to leadership and psychological capital. In this direction, the present study aims to make a holistic approach based on a bilateral approach by considering the leader in the context of leadership and the follower in the context of psychological capital Within the general scope of the research, it is considered that the main character of the film "McFarland USA," Jim White, contains elements related to leadership. The initial aim of the research is to analyze Jim White's leadership characteristics at the general level of leadership and then identify the type of leadership he is inclined towards, followed by an analysis of the literature about the identified leadership type. The second aim of the research is to analyze the team players (Danny Diaz, Thomas Valles, Damacio Diaz, Victor Puentes, David Diaz, Johnny Sameingo, Jose Cardenas) coached by Jim White in the film, both at the general level and in the context of hope, optimism, self-efficacy, and resilience, which are the sub-dimensions of psychological capital. In line with these purposes, first of all, the conceptual framework will be included, and then the methods and findings will be mentioned.

2. CONCEPTUAL FRAMEWORK

2.1. Leadership

Many factors lead organizations to success. Leadership, with its ability to influence the attitudes and behaviors of the human element in organizations, is one of these factors. Leadership, in its simplest definition, is defined as the ability to mobilize people towards a goal (Bass, 1990). So much so that an effective leader motivates his followers and unites them towards a common goal, it facilitates communication and coordination by creating a trust-based, transparent organizational culture. It helps its followers cope with uncertainty by guiding them through change and transformation processes. In addition, they produce solutions to problems by effectively managing crises with a sense of responsibility. They are supportive of their followers. They provide coaching and mentoring for their development (Yukl, 2013).

A lot of studies have been done on leadership. According to theoretical foundations, initially, the Trait Theory prevails, which advocates the view that leadership is based on personal characteristics and is innate. Following the trait theory, Behavioral Theory was put forward. Behavioral Theory has suggested that leadership can be acquired later and that leadership skills can be learned. Later, Behavioral Theory was also criticized for ignoring environmental factors, and the Contingency Approach came to the fore. The Contingency Approach suggests that conditions and situations determine the most effective leadership. Fiedler's Contingency Approach and Hersey Blanchard's Contingency Approach are among the prominent Contingency Approach models (Yalçın, 2019). Alternative leadership theories have emerged along with changing expectations, dynamic environmental conditions, and organizational developments. Charismatic Leadership, which was developed by Weber (1947) and where the leader affects his followers with his charm, Democratic Leadership, where the leader attaches importance to the opinions of his followers (Gastil, 1994), Authoritarian Leadership, which has all the authority (Demir et al., 2010), Transformational Leadership emphasis on change, transformation, innovation (Burns, 1978)

are some of these. Another modern leadership theory is Servant Leadership (Greenleaf, 1977), which forms the focus of this study as a result of the analysis.

2.2. Servant Leadership

There are many factors in the success of organizations. One of them is the leaders who have the power to influence people, who are the most important elements of the organization and play a role in directing them in good or bad ways. By influencing their followers positively, leaders can lead both individuals and organizations to success, and they can also bring many negativities by affecting them negatively. At this point, the type of leadership becomes very important. There are various types of leadership, which have a comprehensive field in literature. One of these leadership types is servant leadership, which entered the literature in the 1970s (Greenleaf, 1977).

The concept of servant leadership emerged during Hermann Hesse's reading of the story "Journey to the East" by Greenleaf and was later brought to the literature. According to the story, there is a servant named Leo who accompanies a group of men on a journey. Leo does various jobs for the passenger group. However, one day, with the disappearance of Leo, the things that go well in the group, in other words, the order breaks down. Upon feeling the absence of Leo, the journey is interrupted, and the focus is on finding Leo, and after a while, Leo is found. The group realized with Leo's absence that Leo, who was serving as a servant, took over the leadership of the group and spruced up the group. Based on this story, Greanleaf (1977) mentioned that a leader is a servant first and stated that the servant leader starts with a normal sense of service and then chooses leadership, he introduced the concept of servant leadership in his article named "The Servant as Leader" (Greanleaf, 1977; Bakan & Doğan, 2012).

Serving others is the focus of servant leadership. In other words, people strive for others rather than putting themselves first. Self-interest does not motivate servant leaders. On the contrary, the main motivation of servant leaders is to meet the needs of others by embracing them. In this context, the most important characteristics of servant leaders are Developing a vision for their followers, contributing to their development and efforts in line with this vision, and supporting them (Page & Wong, 2000; Stone et al., 2004).

The scope of servant leadership is based on Greenleaf's (1977) servant leadership approach. Greenleaf (1977) did not impose a clear limitation by dimensioning servant leadership, but in his study, servant leadership's ability to serve, take the initiative, listen and understand, imagination, withdrawal skills, acceptance and empathy, intuition, foresight, awareness and perception, persuasion, conceptualization skills, improvement, and unity-building skills. Based on these characteristics given by Greenleaf, Spears (1998) discussed servant leadership with a 10-dimensional approach. These include healing, listening, persuasion, empathy, conceptualization, stewardship, awareness, foresight, building community, and commitment to the growth of people. Listening is the first of these dimensions. Servant leaders listen with understanding to the ideas of others when making decisions. In addition, servant leaders have the skills (empathy) to understand the feelings of the people around them, to perceive their perspectives on life, and to meet them with understanding. One of Spears' dimensions is persuasion. Persuasion refers to the ability to use the ability to persuade people to realize their potential without coercion or resorting to authority. The healing dimension is defined as supporting people who encounter emotional difficulties in life by approaching them with a devoted and empathetic attitude. The fact that servant leaders can approach with a holistic perspective and be aware of how they will affect their surroundings also explains the awareness dimension. Another dimension is conceptualization. Conceptualization means that servant leaders dream big, think about problems in concepts, look at problems from this perspective, and think from a broader perspective by going beyond everyday reality. The foresight dimension, on the other hand, includes making a clear estimation of the situations that may be encountered in the future, based on previous events. Another dimension of servant leadership based on the service-first approach, defined by Spears, is stewardship. This dimension includes serving, protecting, advancing needs, and using persuasion and openness instead of being controlling while doing these. In addition, servant leaders are not only concerned with followers' tangible contributions. In addition, they think that each follower is valuable. With this approach, they give importance to the personal development of their followers (Commitment to the growth of people). Finally, building community is creating community through communication between people working together in an organization and looking for ways to make it meaningful for people. In other words, the essence of servant leadership is a leadership approach based on care and ethics. While contributing to individuals, they also contribute to the organization (Spears, 2004; Spears, 2010). On the other hand, Russell and Stone (2002) characterize servant leadership as vision, honesty, integrity, trust, service, pioneering, empowerment, modeling, and appreciation of others. Servant leaders build trust at both the individual and organizational levels. This feature of servant leaders is very important in terms of advancing together in the

vision they have determined, that is, acting in cooperation with their followers. In addition, servant leaders encourage and value their followers by appreciating them. Empowerment is another characteristic of servant leaders. This trait involves servant leaders giving their followers responsibility. This is a sign of trust towards their followers. At the same time, empowerment strengthens followers' leadership. Farling, Stone, and Winston (1999) also identified a servant leadership model that includes vision, influence, service, trust, and credibility.

In summary, the main idea of servant leadership is based on the "service first" view. The leadership of servant leadership comes to the fore with the priority given to the service, not by the leader himself (Kıral, 2021). By advancing with the aim of service, they try to develop and transform their followers. They strive to make them more confident, healthy, and smart individuals (Sendjaya & Sarros, 2002). That is, servant leaders take a person-centered approach. This contributes to establishing reliable, solid, and long-term relationships (Van Dierendonck, 2011; Akgemci et al., 2019).

2.3. Psychological Capital

With the changes and developments experienced, the competition between organizations has increased and the economic capital, which was emphasized more in the beginning, has left its place to human capital. Social capital has come to the fore after human capital, with focusing on the competencies and development of the working personnel and the increase in the importance of people. In addition to all these types of capital, another capital that has emerged and gained importance is psychological capital (Luthans et al., 2004).

The focus of psychological capital (Kaplan, 2021), which is one of the structures of positive organizational behavior (Luthans et al., 2006) and is based on positive psychology (Kaplan, 2021), is "who the employees are" and "who they may be in the future". In other words, psychological capital is about the positive psychological development of individuals. Psychological capital, which is emphasized here and includes change and development, is not static, on the contrary, it has a dynamic and developing structure (Youssef & Luthans, 2012).

Psychological capital includes individuals' positive meanings towards being successful in their current time and the future (optimism), willingly and confidently accepting challenging tasks and striving to achieve (self-efficacy), persistence for goals and persistently trying alternative ways, when necessary (hope), and being able to recover and show resilience (resilience) in the face of adversity (Luthans, Youssef, & Avolio, 2007). As stated in its definition, psychological capital has a four-dimensional structure. These four dimensions are hope, self-efficacy, optimism, and resilience. The first dimension is optimism, which is a generalized positive expectation for the future. Optimistic individuals make an internal or personal reference to the positive things they have encountered in their lives, while they make an external reference to the negative situations they encounter (Luthans et al., 2006). In addition, optimistic individuals continue to strive to persevere toward their goals because they have positive expectations instead of giving up when faced with difficult situations, and they even see these difficulties or obstacles as opportunities and challenges for themselves (Çetin & Basım, 2012). On the contrary, pessimistic individuals tend to give up easily because they have pessimistic thoughts. This naturally reflects differently on the performances of optimistic and pessimistic individuals (Carver & Scheier, 2002; Luthans et al., 2010). Another dimension of psychological capital is hope. Hope is defined as the agency thoughts of individuals towards their goals, the motivation to act to be successful in these goals, and the ways (pathways) to reach their goals (Snyder et al., 2002). Hope also contains three sub-dimensions within itself. These dimensions are goals, agency thoughts, and pathways. In the context of these dimensions, individuals progress in line with the goals they have determined for their values. These individuals' goals must contain a certain level of uncertainty so that hope is needed. Agency thoughts are another dimension of hope. It consists of thoughts and patterns that include individuals' positive beliefs about their goals (Snyder, 2000; Peterson et al. 2011). Self-talk of individuals such as "I can succeed" and "I will not give up" can be given as examples of motivational thoughts (Luthans et al., 2010). Pathways are the routes drawn by individuals to achieve success in their goals. Individuals should also identify alternative ways to possible obstacles they may encounter (Snyder, 2000). In other words, hope includes not only the belief and stability of individuals on the path to success but also the belief that they can determine alternative paths on this path (Kaplan, 2021). Individuals with high hope levels are more proactive towards their goals. They strive to achieve their goals with great patience and stability. So much so that even when they encounter obstacles, they try to find solutions to reach their goals instead of giving up, and they strive to turn negativities into positives (Luthans et al., 2010; Erkmen & Esen, 2013; Kaplan, 2021). Self-efficacy, which is the third dimension of psychological capital, expresses the belief/confidence individuals have in their motivation, cognitive resources, and abilities needed to be successful in their goals (Peterson et al. 2011). In other words, self-efficacy is a concept related to an

individual's belief in himself rather than his competence in a subject (Keleş, 2011). Individuals with high self-efficacy are determined to reach their goals and do not hesitate to choose challenging tasks. Self-efficacy, modeling (taking models by observing relevant people), social persuasion, positive and psychological stimulation, and positive feedback (such as a leader saying he is capable) can be developed (Luthans et al. 2010; Kaplan, 2021). Resilience, which constitutes the last dimension, is defined as advancing steadily in line with the goals by confronting the possibility of pressure and stress, even when faced with an unusual, positive situation and unexpected reactions from the environment, as well as negative situations and failures (Youssef & Luthans, 2012). As mentioned in its definition, individuals with high levels of resilience can easily return to normal when faced with obstacles and negativities, and beyond that, they can perform better than before (Keser & Kocabaş, 2014). These four dimensions of psychological capital are focused on the "possibility of success based on motivated effort and perseverance, and a positive evaluation of conditions" (Youssef-Morgan & Luthans, 2015). In addition, these four dimensions interact with each other. For example, an individual with hope shows more endurance to achieve their goals, or individuals with high self-efficacy, which is the key dimension of psychological capital, will be more optimistic about life and keep their hopes alive because they are self-confident. This will naturally affect its endurance (Çavuş & Gökçen, 2015; Erkmen & Esen, 2012).

2.4. Leadership, Servant Leadership and Psychological Capital

The importance of leadership at both individual and organizational levels cannot be denied. Positive leadership styles, especially those that focus on people, are the key to success for both followers and organizations. Servant leadership is also one of the people-oriented leadership types (Greenleaf, 1977). Servant leadership includes both leading and serving. They support the development of their followers by prioritizing them and creating a vision for them (Russell & Patterson, 2004). Servant leaders increase the hope and courage of their followers by expressing their opinions transparently and showing support to their followers. This helps followers feel more effective and motivated and therefore increases their psychological capacity (Russell, 2001). In addition, servant leaders listen carefully to their followers and exhibit a selfless and empathetic approach. By establishing trust-based relationships, they attach importance to the individual problems of their followers and focus on their personal development (Spears, 2004; Russell & Stone, 2002). This individual attention and compassion of servant leadership towards its followers may be related to the psychological capital development of its followers. Many studies in different cultural contexts in the literature support this (Coggins & Bocarnea, 2015; Baykal, 2020; Brohi et al., 2021; Zhou et al., 2024).

The current study will discuss the movie McFarland USA (2015) from the perspective of leadership and psychological capital. It aims to explain the relationship between leadership and psychological capital through a concrete example by focusing on the leadership style of the White character and the psychological capital levels of the team players in the film.

2.5. The Summary of McFarland USA Movie

McFarland USA movie directed by Niki Caro is a sports drama genre motion picture. The film was produced by Walt Disney Pictures and Mayhem Pictures. The movie is based on a story that happened in 1987.

The 2015 movie McFarland USA tells the story of a coach named Jim White and young students living in McFarland, California in the 1980s. In the movie based on a true story, a coach named Jim White has some problems with his team in the big city where he lives and is sent to the school in McFarland as a biology and physical education teacher due to verbal violence. The city of McFarland is small in California and predominantly Mexicans live in the city. The financial situation of the students at the school is quite bad. There are even those who contribute to the family budget by working in the fields. However, the city of McFarland is a city that harbors a perception of the city that has been cast aside by the other segment and negative prejudices. When Jim White settled in McFarland with his wife and two daughters, they had a feeling of anxiety and had negative views. Over time, Jim White's ideas towards McFarland begin to change as he discovers the talents of the students at the school and sets a vision in line with their abilities. While not only Jim White's but also his family's opinions have changed, it has helped McFarland students gain self-confidence, break the stereotypes of students' families, and change the minds of other people in the city. In addition, he begins to be respected by both his students and the people of the city coach Jim White. Students who used addresses such as "White" and "Blanco" before, begin to address them as "coach". This process radically transforms the lives of students and townspeople living in McFarland, while completely differentiating White's leadership from his previous life.

In the current study, the examination of the film "McFarland USA" (2015) is considered important both because it is based on a true story and because it highlights White's leadership development and the effects of leadership. Additionally, the film is considered significant for research due to its emphasis on the impact of effective leadership on the development of psychological capital.

3. RESEARCH METHOD

3.1. Aim of the Research

This study aims to examine the McFarland USA movie (2015), which is thought to be related to leadership and psychological capital. In this direction, it is aimed to conduct a review based on a bilateral, holistic approach that deals with both the leader and the follower. Within the scope of the aforementioned general purpose, the first aim of the research is to analyze the character of Jim White, who is the main character of the McFarland USA movie and which is thought to contain leadership-related content, firstly at the general level, and then in the context of leadership to which the character of Jim White is predisposed. The second aim of the research is to analyze the team players (Danny Diaz, Thomas Valles, Damacio Diaz, Victor Puentes, David Diaz, Johnny Sameingo, Jose Cardenas) coached by Jim White in the film, both at the general level and in the context of hope, optimism, self-efficacy, and resilience, which are the sub-dimensions of psychological capital.

3.2. Analysis Method

The content analysis method, one of the qualitative research methods, was used in the research. The three-stage model developed by Wolcott (1994) was used for the method in question. These three stages are respectively; It consists of description, analysis, and interpretation. The descriptive phase is "What is going on here?" focuses on the question. In other words, the obtained data is transferred to the report as it is. In the next process, the data included in the report is subjected to systematic analysis, and the main themes and common points are determined and categorized. In the last stage, following the first two stages, interpretation is made according to the findings (Wolcott, 1994; Özdemir, 2010). In line with Wolcott's model, the McFarland USA (2015) movie was watched and the lines in the movie were turned into a report. Afterward, categorization was made based on literature in the context of leadership and psychological capital.

3.3. Importance of the Research

Leadership is a subject that gains importance with its constantly updated literature. Psychological capital is another issue that gains importance when it is considered that employee psychology is at the forefront. There are many studies on leadership in the literature. However, in qualitative studies, people with prominent leadership such as Mustafa Kemal Atatürk, Steve Jobs, and Gandhi were given more weight. In this study, it is tried to contribute to the literature by analyzing the McFarland USA movie, which has never been analyzed in the literature before. In addition, the study's attempt to deal with leadership in general and then in a special context also differentiates the present study from the literature. When evaluated in the context of psychological capital, while qualitative studies are few in the literature, no study has been found within the scope of film analysis. In addition, the present study is important in terms of presenting an integrative approach, both by the leader (Jim Leadership) and by evaluating it in the context of the people affected by the leader (team players-psychological capital).

4. RESULTS

4.1. General Findings

4.1.1. General Findings on Leadership

The movie begins with the character Jim White in a locker room talking about their bad game with the American football team. White yells at one of his players and escalates when the player throws his hand on the ground. White then throws shoes at the player. White's being critical during the speech, displaying a humiliating attitude in front of the other players while arguing with the player, and displaying an attitude so harsh that he throws shoes at the player is an indication of his desire to maintain his dominance. White's power-holding and suppressive approach, although it is wrong, that he punishes the player by throwing shoes both to show his power and to direct it, is matched with autocratic leadership features (De Cremer, 2006). After the incident, White is fired for verbal

violence and White moves with his family to McFarland to work as a biology and physical education teacher in McFarland.

White begins to take care of his students in physical education classes. During a football match at school, the team was defeated 63-0 and White states that a student he noticed during his jog in physical education classes was interested in the wrong sport. This is an indication that White can guide people correctly.

White realizes that they run very fast both during the lesson and in daily life and he thinks that he has talents in running, so he tries to persuade the principal of the school for a cross-country race that he has seen. After convincing the principal, he gives a prize during the lesson to determine the fastest runners. In this way, while encouraging students, they have the opportunity to discover the most determined and ambitious ones. Afterward, White tries to form a team of 7 by gathering other students through a student he can influence. The fastest runner on the team is Thomas. Also, the Diaz brothers (Dany, Damacio, and David) joined the team. Dany Diaz is overweight and hopeless but joins the team. Other team members are Johnny Sameniego, Victor Puentes, and Jose Cardenas. White tries to impress the students who have no hope or expectation even though they come together and they practice constantly.

The team encounters three other teams for their first run and they fail. The morale of the players who are humiliated by the other team players is more depressed. Contrary to the harsh criticism, humiliation, and accusations he made in his coaching of the American football team, this time instead of blaming his hopeless students, White said, "What happened out there today was not your fault, you hear me? It was my fault. I should have checked the course. That final hill, I should have known about that. Thomas would have eaten that kid's lunch. What happened out there today is on me, understood? Understood?" takes responsibility for his words. After the first defeat, he continues to train the team with determination and strive. He even neglects his daughter's birthday. However, Thomas, who did not join the team very willingly, decided to leave the team. White personally takes care of Thomas, who is experiencing family problems, listens to his family problems, and tries to motivate him. Thomas returns to the team.

The team competes as a duo for the second race. The best member of the team, Thomas, and the other team members both perform better and win their first race as a team. However, since the Diaz brothers also work in the fields, their father does not accept that they continue running. White takes care of the Diaz brothers as well as Thomas personally and goes to meet the Diaz brothers' family. Their father emphasizes that running will not bring any return, but that they need to support by making money right now and tells White that he cannot understand their situation. So, without giving up, White goes to the field with the Diaz brothers to win back his team members and understand them better because he knows how important each member of the team is to achieve his goals. His efforts are not in vain, and he brings the team members back to the team by saying that he can continue both his work and the run and that he will support himself if necessary. After all, they have done, the people of McFarland also realize and try to support the team by organizing a bazaar for the deficiencies of the team players such as shoes and clothes. This contributes to the team players feeling more valuable and self-confident.

In addition to striving for brothers Thomas and Diaz when they left the team and listening respectfully to their problems, White said, "All right, so start thinking about what college you're gonna apply to. Cal Poly's got... Agriculture, crop science, viticulture. I wouldn't be surprised if you kids knew half that stuff already. Think about it, guys. Cal Poly's only a few hours from here. All right. You can still help your parents out on the weekend, but if you get a degree... You get a degree, and you have to read it to get a degree... You're gonna be able to help them out a lot more than the money you make out in the fields. All right? Right?" These words about the importance of getting a university education and the distribution of books for this is an indication that he is not only interested in team memberships but also values personal lives in the context of leadership.

In the third race, team members qualify for the state (final) race by entering the top four with their determination and efforts. With the success of his goal, White also takes care of his neglected family, and with the support of all McFarland, they organize a birthday party for his daughter. However, due to the unpleasant events at the end of the party, White begins to rethink and receives an offer to coach the rival team, Palo Arto. Although White thinks of giving up for a while, he does not give up and does not let his team down and the team participates in the final race.

The team participated in the final races in California in 1987. White gives a motivational speech to the team that goes to the race with great enthusiasm and support and encourages the team even more. All team members perform

better in the race. Especially Danny Diaz, who is ridiculed for being overweight, leads the team to victory with great success. The success of the team greatly changes not only the race but also the perspectives of themselves and those around them, and it becomes the basis of a new beginning for all of them. In the next period, the team wins 9 state championships in 14 years and they all graduate by going to university. Currently, they continue on their way as a professional.

While Jim White is initially prone to the traits of an authoritarian leader, McFarland changes his life and that of his team players drastically. The prominent leadership characteristics of Jim White are as follows;

- Recognizing talents

- Guiding the right person to be in the right area

- Encouraging by rewarding

- Impressing with his charisma

- Taking responsibility for the results rather than blaming others.

- Those who do not give up on their purpose and followers and strive with determination

- Interested in their followers personally

- Empathetic, and aware of the importance of followers in achieving their goals

- Motivating and encouraging followers

Jim White's leadership is predisposed to both transformational leadership and servant leadership. The characteristics of transformational leadership and servant leadership are also matched with the prominent leadership characteristics of Jim White (Özalp & Öcal, 2000; Van Dierendonck, 2011). At the point where servant leadership and transformational leadership differ from each other, the type of leadership that Jim White is prone to becomes clearer. Servant leadership has an approach that prioritizes people and does not neglect them in achieving organizational goals. Conversely, transformative leadership tends to stick to the goals of the organization (Balay et al., 2014). At this point, White's efforts to be the first in the cross-country race to focus primarily on changing the lives of his students and their development is an indication that he puts people in the foreground. In addition, the Diaz brothers' working in the field to better understand them and trying to empathize during the period when their family did not allow them is an indication of their efforts to understand the employees and to strive for their development. Another issue is that White did not give up on his team despite receiving an offer from the opposing team, because White could have reached his goal of winning by coaching the opposing team. However, he preferred to move forward with his team and touch their lives. For this reason, Jim White's leadership is more prone to the servant leadership type.

4.1.2. General Findings on Psychological Capital

When the McFarland USA movie on psychological capital is examined, the attitudes of the team players towards life are quite different before and after meeting White. In fact, not only the team players but also the McFarland people are quite different. The psychological capital of the team players is at a negative level for reasons such as the negative attitude of the environment towards McFarland and financial impossibilities. Because Thomas and Diaz brothers, who can easily leave the team, and the other team members who accept their separation as normal and do not react, do not believe that anything will change. With the involvement of White in their lives and the training he has done, the psychological capital levels of the team players begin to turn positive. As they win in the competition, McFarland grows stronger with the support they receive from their people. In addition, in the beginning, team players are humiliated and ridiculed by the opposing team players. But team members never respond. Over time, this situation changes as their belief in winning increases. During a particular match, Thomas responds to a team member who is making fun of them (Thomas: You play golf? Member of the opposing team: Yeah, I do. Thomas: This ain't golf). The team players in the McFarland USA movie contain content related to psychological capital in the literature.

4.2. McFarland USA Movie in the Context of Servant Leadership

In the context of leadership, it has been concluded that White is inclined to servant leadership. Greenleaf (1977), who brought servant leadership to the literature, did not set a clear limitation by dimensioning servant leadership, but in his study, he defined servant leadership features as the ability to serve, take initiative, listen and understand,

imagination, withdrawal skills, intuition, acceptance and empathy, perception and awareness, foresight, persuasion, conceptualization skills, improvement, and unity building skills. Based on these characteristics given by Greenleaf, Spears (1998) discussed servant leadership with a 10-dimensional approach. In this study, the ten-dimensional approach of Spears (1998), which came to the forefront after Greenleaf, was used. Table 1 below includes the dimensions of Spears (1998), descriptions of dimensions, and the contents of Spears' dimensions in the movie McFarland USA (2015).

Table 1. McFarland USA Movie in Servant Leadership

Dimensions	Explanations of Dimensions	Samples From Mcfarland USA Movie
Listening	It means that the leader listens to his inner voice and listens to other people with understanding (Spears, 2010).	Thomas has decided to leave the team. After leaving the team, Thomas, who faced problems in the family, went to the overpass to commit suicide. Although Thomas left the team and distanced himself from his vision, while Thomas attempted suicide, White listened to Thomas with understanding and supported him without saying anything about his thoughts on both family life and the team. While listening to Thomas, is an indication of his understanding that he does not act in any way under pressure to join the team and values his family situation. Similar to Thomas, when the Diaz brothers leave the team at their father's request to support their families, White goes to meet with the Diaz brothers' families. In the meeting, their father mentions that he does not want to allow the Diaz brothers to be on the team and that he needs them to contribute to the family by working. White listens sympathetically to the Diaz brothers' father without saying anything, as he is aware of the financial situation of the McFarland people. The fact that he does not act persistently and does not approach negatively is an indicator of his understanding.
Empathy	It means that the leader tries to understand and empathize with other people by getting to know them (Spears, 2010).	When the Diaz brothers leave the team, White gets up early in the morning to get to know and understand the brothers who go to work in the field to contribute to the family budget and go to work in the field under the heat with the brothers. Thus, by getting the opportunity to see their difficult lives closely, he also gets the opportunity to produce solutions.
Healing	It means that leaders not only support people who encounter emotional difficulties in life with a devoted and empathetic attitude but also improve their relationships with themselves and others. (Spears, 2010).	The change of ridicule and contempt for the team and McFarland, with White bringing the team to the fore, increases the self-belief of both McFarland people and team members, making them feel valued. The fact that Jose Cardenas, who had no previous expectations, expresses that he feels valuable in the article below, is an indication that White has improved their lives positively. Jose Cardenas expresses that he feels valuable with the following words he wrote. "We fly like blackbirds through the orange groves, floating on a warm wind. When we run, we own the earth. The land is ours. We speak the birds' language. Not immigrants no more. Not stupid Mexicans. When we run, our spirits fly. We speak to the gods. When we run, we are the gods." While contributing to the formation of that idea in the minds of students who have not even dreamed of university before, White contributes to the positive change in their lives by playing a role in the education of team players at university. In other words, it positively improves their lives.

Dimensions	Explanations of Dimensions	Samples From Mcfarland USA Movie
Awareness	It means that leaders can approach with a holistic perspective, be aware of values, and be aware of how they will affect those around them. (Spears, 2010).	Jim White notices how fast the students are running during the run he has his students do during the lesson. Even his daughter talks about it. -White's little daughter (Jamie): Wow. They are fast. -Jim White: They are". Some of the students run during the day instead of using transportation because of financial difficulties before White and his family come to McFarland, but because this situation is a result of financial difficulties and becomes ordinary for the people living in McFarland, White realizes the value of the student's abilities very easily and with this. He is aware of the fact that students can demonstrate these abilities by highlighting them with cross-country running. This shows that it is approaching holistically. Having difficulty getting Thomas into the team, White tries to attract him to the team by saving him from school punishment (aware that he will be included in the team in return for the favor he will do to Thomas).
Persuasion	Persuasion refers to the ability to use the ability to persuade people to realize their potential without coercion or resorting to authority (Spears, 2010).	McFarland people, students, and school administration did not approach the cross country running positively at first, believing that nothing could change. However, step by step, White succeeded in convincing both the school administration and the students about his abilities and cross-country running. He succeeds in convincing the people of McFarland of his successes (without resorting to any coercion or authority) by increasing the students' self-belief. His motivational speeches making students believe that they can succeed and approaching students moderately instead of coercion in this process coincides with the persuasion dimension of servant leadership. White tries to persuade the school principal to attend the cross-country run by meeting twice. He struggles to form a team and persuade both his students and the Diaz brothers' family when Thomas and the Diaz brothers leave the team. The lines that White tried to persuade the students to include the students in the team are given below. -Jim White: Cross-country running, wise guy. -Johnny: For what? -Jim White: To win, to compete. To impress girls. -Puentes: Nobody wins around here, White. -Jim White: Doesn't have to be that way. I watched you run. You can beat somebody.
Conceptualization	Servant leaders dream big, think about problems in concepts, look at problems from this perspective, and think from a broader perspective, going beyond everyday reality (Spears, 2010).	While the people of McFarland lead their ordinary lives to save the day and live with no expectations for the future, White is aware that the students he realizes can change their lives by cross-country running. It emphasizes that team members will come to better places by improving themselves a little more. Even the students, the McFarland people, and even the school members don't believe it, but White has positive dreams for the future. When White goes to talk to the principal of the school about cross-country running, the principal states that it is a sport of private schools and they cannot compete with them. But White sees what no one else has noticed: McFarland students are very good runners. This perspective is also compatible with the conceptualization dimension of servant leadership. Jim White: Cross-country running. California is holding its first state championship this year. School manager: Cross country? That's a private school sport. They breathe different air than we do. In addition, it coincides with the conceptualization dimension that students who both study and work (who have not even dreamed of going to university until now approach their lives from a different perspective) can contribute more to their families by going to university.

Dimensions	Explanations of Dimensions	Samples From Mcfarland USA Movie
Foresight	It involves making a clear prediction of future situations based on previous events (Spears, 2010).	White takes a tough stance on the bad match situation in his first team. (Jim White: Hey! We just set a record. It's not a good one. The most points ever scored against this school, and it's halftime.) But when the McFarland team loses their first game, White says he should control the terrain instead of blaming them, as he is aware that the team members have no hope anyway and will give up if he says anything negative. This is an indication of White's foresight. "-Jim White: What happened out there today was not your fault, you hear me? It was my fault. I should have checked the course. That final hill, I should have known about that. Thomas would have eaten that kid's lunch. What happened out there today is on me, understood? Understood?"
Stewardship	It includes serving, protecting, advancing needs, and using persuasion and openness while doing so, rather than being controlling (Spears, 2010).	White's service-oriented aspect begins with a vision for cross-country running, and after this vision, White focuses entirely on racing and team members. Even during this time, he puts his own life on the back burner. He prioritizes the training of his team members and even forgets to buy the cake he should have bought for his daughter's birthday. Despite unfavorable conditions such as the separation of the Thomas and Diaz brothers, the lack of suitable areas for training, and financial difficulties, White never gave up and strived for the team. In addition, when the Diaz brothers leave the team, White serves to preserve the integrity of the team, and the future of the team members. For this, he tries to bring the Diaz brothers back to the team by presenting the suggestion stated in the following line. Jim White: On days you have to pick late, we practice later. All right? And the days we have met, you pick extra early, and you still make your dad's quota. I'll pick with you if I have to. White's efforts to bring the Diaz brothers back to the team and to create a solution for them underline his service-oriented approach.
Commitment to the Growth of People	With the belief that people are valuable, it expresses the importance given not only to their professional development but also to their personal development (Spears, 2010).	White encourages his team members to go to college. In the following line, he talks about the departments, the university, and the opportunities they will get if they go to the university and informs the team members in a supportive way not only about the team but also about their personal development. "-Jim White: All right, so start thinking about what college you're gonna apply to. Cal Poly's got... Agriculture, crop science, viticulture. I wouldn't be surprised if you kids knew half that stuff already. Think about it, guys. Cal Poly's only a few hours from here. All right. You can still help your parents out on the weekend, but if you get a degree... You get a degree, and you have to read it to get a degree... You're gonna be able to help them out a lot more than the money you make out in the fields. All right? Right?"
Building Community	Creating community through communication between people working together in the organization and seeking ways to make it meaningful for people (Spears, 2010).	To form a team in line with the vision he has determined and to gather everyone at a common point. Starting with the students, whom he could convince with difficulties at the beginning, White gathers the school administration and the people of McFarland, respectively, around the vision he set, thanks to his success and perseverance. The McFarland people organize a bazaar for students who do not have suitable sports clothes due to financial inadequacies, and with the income obtained, uniforms and sports shoes are provided to the students. Not only financially, but also morally, McFarland people and school administration support the students by sending them off with enthusiasm for the races and by going to watch the last race. With the cross country running, White gathers not only the students but also the school administration and the people of McFarland around a common goal. This success of White coincides with the Building Community dimension of servant leadership.

Kaynak: (McFarland USA, 2015).

As seen in Table 1, the character of Jim White in the McFarland USA movie contains content from all ten dimensions within the scope of Spears' (1998) servant leadership model. These contents are very rich in the movie. However, only a few examples are included in the article for simplification.

4.3. McFarland USA Movie in the Context of Psychological Capital

When evaluated in terms of Jim White's followers, psychological capital is generally accepted in the literature as Luthans et al. (2004) four basic dimensions (optimism, self-efficacy, resilience, hope), while the sub-dimensions of the hope dimension were analyzed with the three-dimensional approach (pathways, goals, and agency thoughts) determined by Snyder (2000) to include them holistically. Luthans et al. (2004) dimensions and Snyder's (2000) sub-dimensions of hope, the explanations of these dimensions, and the contents related to the dimensions in McFarland USA (2015) are given in Table 2 below.

Table 2. McFarland USA Movie in the Scope of Psychological Capital and Its Sub-Dimensions

Dimensions	Explanations of Dimensions	Samples from McFarland USA Movie
Optimism	Generalized positive expectations for the future (Luthans vd., 2004)	Each of the players on the team is quite pessimistic at first. They believe that nothing will change. An example of this is the line Thomas said during training; Thomas: You think you're tough, White? Well, we're tougher, right? We're not runners. We're pickers. And we're always gonna be pickers. And every day we're gonna get up and do the same thing over and over again, just like this. So, you can make us do it a hundred times, a thousand times because guess what? It's never gonna change, all right? Thomas's emphasizing that he has no positive expectations for the future in this line fits perfectly with the dimension of optimism.
Resilience	Resilience is defined as advancing steadily in line with goals by confronting the possibility of pressure and stress, even when faced with an unusual, positive situation and unexpected reactions from the environment, as well as negative situations and failures (Luthans vd., 2004)	Alongside family problems, Thomas feels bad about the lack of opportunities he faces in the team and the badly ended first race. He considers committing suicide. This shows that it has very low resilience in the beginning. Students run very fast. They have high resilience in running. Thomas, the fastest runner, runs between school and home. White speaks to the principal about the running of the students: "We have kids here. Who seems like they can run forever? They carbo-load on rice and beans. I mean, they pick in extreme heat, they go to school all day and some of them even run home. I've seen it. And it's unbelievable". After the Diaz brothers' father asks them to leave the team, White suggests that they both work in the fields and train for cross-country running to save their future. For this purpose, the Diaz brothers get up early in the morning to work in the field, go to school, and at the same time participate in training for cross-country runs. Despite the hardships and fatigue, they experience, both materially and spiritually, they persevere. This shows that their resilience levels are high.
Self Efficacy	It refers to the belief/confidence individuals have in their motivation, cognitive resources, and abilities needed to be successful in their goals (Luthans vd., 2004)	Team members initially have low self-efficacy. They don't even want to join the team. However, over time, their belief in themselves increases. The writing written by Jose Cardenas is an example of this. In this article he wrote, Jose Cardenas emphasizes that they are different when they run, their belief in their abilities, and their motivation. This coincides with the self-efficacy dimension of psychological capital. "We fly like blackbirds through the orange groves, floating on a warm wind. When we run, we own the earth. The land is ours. We speak the birds' language. Not immigrants no more. Not stupid Mexicans. When we run, our spirits fly. We speak to the gods. When we run, we are the gods." Another example of team low self-efficacy is on below. Team players initially do not have the belief or self-efficacy that anything will change and that they can achieve it. Puentes' statement "no one wins here" emphasizes his belief that neither himself nor anyone in McFarland can succeed, showing that their efficiency is quite low. Jim White: Cross-country running, wise guy. Johnny: For what? Jim White: To win, to compete. To impress girls. Puentes: Nobody wins around here, White.

Dimensions		Explanations of Dimensions	Samples from McFarland USA Movie
Hope	**Pathways**	It is the route drawn by individuals to achieve success in their goals. Alternative ways should be determined for possible obstacles they may encounter (Snyder, 2000)	The students of McFarland do not have shoes or clothes suitable for running, as they are financially deficient. For this, all McFarland people come together and organize a bazaar, and with the income obtained from it, uniforms and shoes are bought for the team members. This is a solution that the team has identified for the small obstacle they face in reaching their goals. This completely coincides with the pathways dimension of hope. In addition, for team members who encounter a hill in the first race but do not have a suitable hill area for training, White will have determined an alternative way to reach their goals by practicing on piles of almonds.
	Goals	Individuals progress in line with the goals they have determined for their values (Snyder, 2000)	Team members have no forward-looking goals at all at the beginning. Because they have no beliefs or hopes about it. Once White realizes his abilities, they have a goal. Although they are forced into these goals, they try to move forward with determination and hard work. Besides, White tells them that they should go to university. Team members who do not even think about it at first reach their goals.
	Agency Thoughts	It consists of thoughts and patterns that include individuals' positive beliefs about their goals (Snyder, 2000)	The fact that Jose Cardenas was impressed by the motivational speech in the state race and tried to run much faster than normal supports the idea that he could do it by himself. As Puentes said, "Nobody wins around here, White." The sentence is in the negative context of motivational thoughts. Because Puentes here emphasizes that he does not believe that there can be a positive outcome for anything even when it is not his target. This, in contrast to positive sentences such as "I can succeed", expresses Puentes's motivational thoughts, which is a sub-dimension of hope in a negative context.

Kaynak: (McFarland USA, 2015).

As seen in Table 2, team members led by Jim White have both positive and negative content in terms of psychological capital and its subdimensions.

5. CONCLUSION AND RECOMMENDATIONS

Within the scope of this study, the 2015 movie McFarland USA, directed by Niki Caro, was examined in the context of leadership and psychological capital, which are thought to be related and was examined using the content analysis method, one of the qualitative research methods. First of all, the leadership qualities of the character Jim White, the leading character of the film, were examined. Afterwards, it was examined which leadership style the character Jim White was prone to and it was concluded that the character White was prone to the Servant Leadership style. The Servant Leadership of the Jim White character has been analyzed in the literature according to Spears' (1998) ten-dimensional approach. The psychological capital levels of the team players coached by the White character in the movie were first examined in general, and then Luthans et al. (2004) optimism, self-efficacy, resilience, and hope dimensions (in the hope dimension, within the scope of the sub-dimensions determined by Snyder (2000)), content analysis was conducted. In addition, the leadership style of the White character and the psychological capital development of the team players is another issue emphasized in the research. This relationship was tried to be demonstrated with a concrete example in the movie McFarland USA (2015).

As a result of the findings obtained from the research, the character of Jim White in the McFarland USA movie has leadership qualities like guidance, motivation, activating, vision, etc. at a general level. In the context of servant leadership, which the White character is prone to, it has been determined that Spears' (1998) ten-dimensional approach includes content for all dimensions of listening, empathy, healing, persuasion, conceptualization, awareness, foresight, stewardship, building community, and commitment to the growth of people. Jim White's servant leadership includes content from different dimensions of servant leadership in the literature. However, this study was limited only to Spears's (1998) servant leadership approach.

In the context of psychological capital, when the team players coached by Jim White in the movie McFarland USA were examined, it was observed that the players' attitudes and approaches to life were generally pessimistic. In the context of the sub-dimensions of psychological capital, Luthans et al. (2004) approach, it was concluded that it was related to four dimensions: hope, optimism, self-efficacy, and resilience. In addition, while the team players initially had a negative attitude regarding these four dimensions, that is, they were more hopeless, pessimistic, had

low self-efficacy and low levels of resilience, with the leadership of Jim White, it turned into the opposite (more optimistic, hopeful, high levels of resilience and self-efficacy). to proficiency). For this reason, it has been observed that it contains both positive and negative content regarding the four dimensions of psychological capital. The current finding also revealed the effect of White's character's effective leadership on the level of psychological capital. The psychological capital levels of the team players, whose psychological capital levels were low before the leadership of the White character, improved as a result of the leadership of the White character. This highlights the importance of effective leadership by revealing the relationship between a human-oriented approach such as servant leadership and the development of psychological capital levels.

There are many studies in the literature within the scope of leadership and psychological capital. There are both quantitative and qualitative studies in literature, which are especially diverse within the scope of leadership. However, although it has been observed that there are more studies on prominent leaders such as Mustafa Kemal Atatürk, Steve Jobs, and Gandhi in qualitative studies on leadership, no study has been found that discusses the movie McFarland USA in the context of leadership. In addition, in the studies in the literature, no study has been found that has been examined within the scope of specific leadership and has been subjected to a study at both general and specific levels. This is another feature that differentiates the current study from studies in the literature. In the context of psychological capital, the number of qualitative studies in the literature is low, while no study has been found within the scope of film analysis. In addition, the current study must offer an integrative approach, differentiating it from the literature, by evaluating it both by the leader (Jim White leadership) and in the context of the people the leader affects (team players-psychological capital). In addition, the current study has provided a supportive approach to the literature by presenting the relationship between leadership and psychological capital with a concrete example through a plot based on a true story.

For future studies, since there are not many qualitative studies using the content analysis method in terms of leadership and psychological capital in the literature, it may be recommended to focus on such studies. In the context of the movie McFarland USA, since the content of the movie may cover other topics related to the field of organizational behavior, it can be researched in the context of topics such as personality and teamwork and contribute to the literature. In addition, in terms of studies examined within the scope of leadership, the number of studies examining both leaders and followers is quite small. For this purpose, it can be recommended that future researchers conduct studies that examine both sides, such as the behavioral and psychological effects of leadership and its followers, and organizational citizenship. Finally, the literature can be enriched by making a comparative analysis by selecting films that contain both positive and negative leadership.

DECLARATION OF THE AUTHOR

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