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# Determination of Leadership Capacity Workplaces

## ABSTRACT

The purpose of this study is to examine the leadership characteristics of leaders distinguish them among employees in the workplace. To this end, research and review of the literature have been conducted. The leaders of the employees trusting in their leaders will unveil their leadership capacities.

With the literature on the subject and field research done by utilizing Microsoft Office Word and SPSS 19.0 software program the leadership capacities in the workplaces have been described, interpreted and summarized.

This research establishments were constructed to examine the determination of the leadership capacity. One of the variables is affected by the leadership capacity in workplace productivity. Examining the concept of leadership in research, a literature study was conducted in order to find the impact of leadership capacity on workplace productivity. To determine the impact of the leadership capacity in the workplace, employee engagement is essential in terms of continuity and employee productivity in an organization.

**Key words:** *Organization, Leadership, Leadership capacity.*

## 1. Introduction

There has been a variety of definitions of leadership in the literature. In examining, the definitions made by leaders of the community are bound to their world view, that leadership is defined according to the area and its connection with thinking. The developments among the world leaders who have demonstrated the fastest way to implementation of the features that are valued by community leaders, have been studied. These people intuition, intelligence, knowledge-based decision-making and the decisions taken are handling characteristics of this society. Power in the hands gives the ability to use it. Through this power the people around this person can be affected. Thanks to the decision-making, difficult decisions they take every time are facilitated by defending techniques and self-confidence standing behind these decisions. A reason, why people should be regularly trained: because they know that the information received through behavioral changes provided they appeal to the mind. Located next to guiding people, they are trained thanks to their leadership capacities. They want people to gain self-confidence. They make people around them constantly share ideas and these ideas have to give them the final decision, combined with their own thoughts. Doubts grow in responsibility.

In order to see the leadership capacities, leaders must always use their leadership qualities. Thanks to oratory power they have, they are located close to directing people, they affect their vision and are professionally growing. Leaders, especially in the enterprises, are raising the quality of production of goods and services by providing organizational efficiency.

Leaders have very strong social values. They are having charisma. What only few people have. They demonstrate consistent behavior. They become an active role model. They are familiar with tolerances. They are not tolerant. They are engaged with an idea.

This article is dealing with leadership and leadership issues. Study on leadership in work along with the field work has been carried out in a State institution and perceived shape of leadership capacity was then examined.

## 2. Leadership

Leadership has been an issue for centuries, it attracted people's attention as it is known. Overall leadership, faith, confidence, dynamism, courage, knowledge, are used in the sense of expressing intelligence. Multidimensional and dynamic concept of interest is attractive and there is a growing need for leadership research, the mystery of this concept and attributed power hidden in the mystery have been studied (Ergeneli, 2006).

### 2.1. Leadership Definition

Leadership in return for the leadership of the Turkish cases, a word "mentorship" is proposed at the national literature, but now the word 'leadership' is more accepted and widely used (Şişman, 1997).

### 2.2. Leadership Theories

Opinions and leadership theory, Traditional (Classic) and Contemporary Approaches to Leadership can be collected in three basic approaches in behavior. These approaches are present in theories and opinions within the framework of a social unit with the next explanation what leadership is, or in the group "Who is the leader?" and "What for leader or leadership style would be successful?" questions are directed to answer.

#### 2.2.1. Traditional (Classic) Leadership Approaches

Especially in the beginning of this century, there have been several studies to determine characteristics of a leader in this approach; such characteristics as a leader's age, gender, height, race, physical appearance, knowledge, intelligence, the ability to establish relationships, farsightedness, truth, sincerity, openness, emotional stability, maturity, self-confidence, determination, initiative, physical and psychological motivation, have been examined (Eren, 1989).

##### 2.2.1.1. Leadership of the Big Man

Leader of the features that have, according to this theory of leader effectiveness as the most important factor that determines; it is different

from the followers of the leader in terms of physical and personality traits (Koçel, 1993).

#### 2.2.1.2. Personal Property Source Leadership

LL Barnard, Bingham, Kilbourne, Kirkpatrick & Locke, Kohsar & Irla, Page, according to the researchers, such as Tead leaders, has outstanding features and traits that singles them out from other people. The concepts of managerial leadership used by these researchers have almost the same meaning. Led by Tead, which calls these features as a set of features needed to convince other people in achieving a specific goal/doing job (Dereli, 2003).

Motivation is a measurable and controllable effort for continued work of the individual. Leaders should enable them to exert themselves highly motivated when they need their subordinates to achieve organizational objectives. This will be the solution to the mess role and obligation to make decisions with inadequate information contained in the organization.

**Integrity:** they say that they did not differ with the Leader, and the value is an indication that comply with the judgment. This feature ensures that the leader is reliable and sought after person. Allowing the integrity of the movement is to have faith and to show respect for moral principles and rules of sound.

**Self-esteem:** the person is a willingness to take decisions on their ability and belief. The main feature is a “must have” for the leader to win the trust and support of his subordinates. Subordinates, he does not believe they will never believe a supervisor.

**Intelligence:** Intelligence is the capacity to understand and is the main feature required in order to decide the best. When they see as subordinate to receive a high resolution intelligent tend to leave their superiors.

**Information and Flexibility:** Knowledge is familiarity with the particular subject. The second element is the most important decision making situational information comes after intelligence. Availability of important information about the relevant situation has become necessary for to be an effective leader.

Once the location of this opinion, the people defending their leadership qualities and experience in education can be achieved, is left to a more realistic approach. These include features many of the leading research conducted revealed that there may be a result of the following factors: good looks, maturity, do not rely on others, intelligence, knowledge, farsightedness, lack of initiative, emotional maturity, honesty, sincerity, honesty, frankness, determination, self-reliance, business achievement and good speaking ability. Leaders are people who have more of these properties among the group members. If possible, by identifying these contacts features between members of the group it will be easier to find and train people for to manage groups.

#### 2.2.1.3. Personal Properties Also Containing Situational Leadership

Features not show a consistent approach that results in terms of integrity there. The reasons include, such as: the feature list is endless; The group emerged the leader may have more of the features found in individuals carrying the leader; The definition and measurement of properties is difficult and ignored the presence of leaders (Can, 1998).

#### 2.2.1.4. Likert's 4 Models System

According to Likert, leadership behaviors were collected in four main categories (Can ve diğ., 1998).

System 1: abusive-Authoritarian Leadership: System 1 leader style– to trust their subordinates and takes all the decisions himself. Employees are motivated by punishment and intimidation. Top-down communication is adopted.

System 2: Helpful-Authoritarian Leadership: System 2 leader style– slightly to trust their subordinates, in a bit to allow communication up from the bottom, are motivated by rewarding subordinates in addition to punishment and intimidation.

System 3: Supervisory Leadership: Leaders are largely trusting in their subordinates, while they take decisions to consider and use their ideas. Below – upwards style of communication is preferred, weight gain motivation by rewarding.

System 4: Participant-Group Leadership: The trust is fully subordinated to the Leader, decisions are taken jointly. Below – up communication ruling applies based on group participation and reward success.

Likert's research; efficiency of the high group, and they are System4 type System3 under management, while the efficiency is low, group System1 and System2 style has revealed that they are under management (Koçel, 1993).

#### 2.2.1.5. McGregor X and Theory Y

The work of the X theory was developed by Douglas McGregor, who fled to manage and responsibility, showing more interest in the economic motive, which requires monitoring and punishment, an unreliable business who recipe while Theory Y work, responsibility, and loves to manage, the motivation for prestige, a creative business whose profile has been drawn. McGregor argued that they should focus more on Theory Y managers announced after these two theory. This theory raises an important clue to the trust by generalizing different properties attributed to employees. Although relatively lacking common sense approach in classical, neo-classical approach to the view that a higher degree of confidence has led to the significant difference between the two periods of the motivational tools used (Asunakutlu, 2002).

#### 2.2.2. Situational Leadership Approaches

General assumption of the contingency theory is that the most appropriate leadership behavior will change according to the situation of different conditions and different leadership styles. Although the theory of this thesis, in which conditions would be appropriate number of studies showing what kind of leadership behavior is not sufficient. Best known for his work on this issue, Fred Fiedler created a situational leader effectiveness model (Koçel, 2005).

##### 2.2.2.1. Situational Leader Effectiveness Model

One of the most important theorists Fiedler, described in 1967 leadership as necessity to coordinate the work of members of the group and he was known as the leader in managing behavior (Dereli, 2003).

According to Fiedler, the situation is prone to manage effectively the duties and relationship behavior is determined by three factors: (1) Leader-member relations, (2) task structure, (3) the legal power of the leader.

The leader– member relations: refer to the nature of the relationship between work group leaders. If these relationships are considered “as being well”, there is a favorable environment for leadership. The opposite is concerning, it comes from the negative environment.

Task structure: the availability of a predetermined path and method for construction work is related to the absence. Creating a favorable environment for business in planned leadership qualities, will create an unintended negative work environment.

Leaders of legal power: legislative power is owned through managerial position where the leader is. This legislative power can be more or less strong. If so, a favorable environment for leadership, less is mentioned as an unfavorable environment (Koçel, 2005).

Fiedler considered task and relationship-prone leadership, situationally determined by three main factors, determined what conditions are more suitable (Can et al., 1998).

### **2.2.2.2. Path-Goal Theory**

Road Objective Theory, developed by House and Evans. This theory adopts the task and relationship behaviors showing leadership and to reach the goal of following the leader to motivate them to aim adds a third dimension. Leader of access to organizational goals, job satisfaction and subordinates perform in the workplace (the audience) is to motivate action in terms of the basic assumption that the persons who are events (Eren, 1998).

### **2.2.2.3. Life Cycle Theory**

According to this theory, the most effective leadership style depends on the maturity level of subordinates. Hersey and Blanchard connected maturity not with age or emotional stability, people's desire for success are explained by the desire to take responsibility and by work-related skills and experience. The relationships between subordinates and managers, go through four stages in accordance with the development of maturation. Managers must differentiate leadership behaviors at each stage (Çelik, 1999).

The first stage: Astor's optimal behavior for the leader at this stage, the first time she began working in the organization; too high levels of work-odaklılı. Subordinates should be informed about the tasks and organizational rules and procedures should be introduced to the subordinates. At this stage, one of the leading non-guiding, work experience leads to a concern and confusion for beginners. Participatory leadership behavior is not appropriate at this stage; because to accept work as colleagues beginners elements is still too early.

The second stage: Astor's work at this stage, when it started learning, the management attention remains focused on business; because asthma are not yet fully competent to take responsibility. At this stage, the administrator can start to show employee-oriented behavior.

The third stage: Astor of advanced capabilities, increased achievement motivation and subordinates are no longer willing to take responsibility. At this stage the manager no longer has to be the guiding; supporting and encouraging behavior is optimal.

Step Four: Astor is now much more experienced increased levels of self-confidence and to find their own way. Managers can reduce supportive and encouraging the behavior at this stage; subordinates are no longer needed to be self-sufficient and guiding behavior (Keçecioglu, 2003).

## **2.3. Modern Theories of Leadership**

Although predicting the contingency approach may not have the same approach applied in all circumstances, it is not possible to argue that point to the end of the research on leadership. In this context, it seems useful to mention several theories developed in recent years in relation to leadership. Charismatic leadership in the area of the recently developed approach (initiator) and transformational leadership (transformational) leadership, leadership and leader-member exchange indexed reward quality will be described in this section.

### **2.3.1. Transformational (Transformational) Leadership**

Many transformational leadership in leadership theories, especially about leadership in the business, understand the rapid changes within. When the literature on leadership is examined, various examples of the leader with foresight in action in the work environment could be found; (In the new industrial sectors they are faced with a similar situation in the same way for profit.) (Keçecioglu, 2003).

### **2.3.2. Emotional Intelligence and Transformational Leadership**

110 middle-level managers who work on Gardner and Stough (2002 said source Scott-Ladd and Chan, 2004: 97), whereas they have observed the presence of a strong correlation between emotional intelligence and transformational approaches; laissez faire style of leaders at all in terms of emotional intelligence emerges as being at high levels

### **2.3.3. Charismatic Leadership**

The research resulted in; recognizing the exceptional traits of great leaders and that "charisma" concept with the transfer of social science Max Weber, a charismatic leader installs an important function in modern society. According to Weber, charismatic leaders are chosen as a divine person (Ergeneli, 2006).

Authority on the Web is a classic tripartite typology; charismatic, traditional and legally divided into three. Charismatic authority, attributing superhuman as the audience leader in the emerging instability and chaos are exclusive features. Continuity of this relationship depends on the show these characteristics attributed to the leader (Ergeneli, 2006).

### **2.3.4. Awards indexed with the Leadership Behavior**

Work in very different ways this size, a potential source of the award will be given to the employees. When evaluating specific business characteristics, (in certain cases), it may require the provision of the availability of this character. Giving these characters related work is to determine the individual independent connections. Deployment of an export point in time the business value can be related to match the distribution opportunities for the satisfaction of these values. In order to understand the diversity of employees' job satisfaction not only to focus on value is also essential to have individuals working approach. However, the types of awards are also available. (Ergeneli, 2006).

### **2.3.5. Leader-Member Exchange Quality**

Leader-Member Exchange Quality, transferring to the simplest form of the leaders of the decision refers to the authority and power of subordinates give them autonomy. The scope of such a leadership's behavior; each received him as a follower of the leader role, models can be decided on its own to recognize him with this opportunity; he can feel like a leader.

## **3. Material – Method**

### **3.1. Project Title**

This research was conducted as a descriptive study to determine the leadership capacity in a state institution.

### **3.2. Problem**

By an employee of the leadership capacity of state institutions were interpreted by examining perceptions. Employees about the scope of our work with existing applications, ideas and attitudes were investigated what happens.

### **3.3. The Purpose**

Managers to adopt leadership approaches are often operating in the business. Businesses are businesses that provided the development and progress of the last century, of the world economy. Businesses are often assumed as being a driving force for regional or national development. It has a privileged place of business reasons. Whether employment, also to be comfortable with the people of the country depends on protecting the position of the business. These degrees are of greater importance for business, the presence of a competitive environment in the institutions

operating in their sector is inevitable. The leaders of the organization in this competitive market are expected to have special competence. The aim of this study was to examine how employees perceived by the capacity of leaders.

One of the main system will enable them to differentiate themselves in a highly competitive environment of business is the leadership approach and capacity. Leadership approach is based on the introduction of her career in the 1980s. Learning organizations develop leadership approach in the development of consciousness and began to find a place for itself in business. Leadership system, the human resources, which aimed to evaluate intellectual capital more efficiently by improving the performance of employees, their personal satisfaction of helping both the business and employees. Leadership as a dimension of administration, which may be used within the institution leadership process, can also be offered as a service that appeals to all segments by consultants. Leadership approach, training and development method is the most effective techniques in management development. This reason, the leadership capacity of businesses and increasing development by the leaders, it is extremely important to increase the organization's effectiveness and efficiency.

### 3.4. Importance

This study is important for business leadership capacity, identifying the factors that are required to implement without hesitations by the management and is important in solving the problems of working in this way. In addition to resolving the negative administrative conditions faced by workers just like increasing employee satisfaction and loyalty by not only provides organizational benefits, working people contributing to the reduction of discontent get a little bit to be happier and live a prosperous life is important in terms of contributing.

The researches conducted about leadership capacities on the other hand are generally concentrated on the effect of individual factors on leadership trends, but they are ignoring organizational factors. In this study, along with the personal factors, affecting the organizational and leadership trends in the literature on leadership by examining the situational factors and drawing attention to the gap in terms of contributing has a different significance.

Leadership capacity, due to a communication process that occurs between the employees of business management, this behavior is inadequate to explain the individual characteristics of the employees. Instead of leadership, this approach specified in the communication process running business, which constitutes an important part of various aspects of the business (corporate safety, corporate image, perceived the compensation policy of the company, the characteristics of the complaints system, etc.) as the relationship, is considered.

### 3.5. Research Methods

Research, scanning model. Evaluation of a government agency perceptions of the leaders of the working capacity issues in order of the literature was conducted. A questionnaire was used in the study as a data collection method.

### 3.6. The Research Universe and Sample

The population of the research is comprised of government agency employees. The sample size due to the small number of employees is taken as the universe.

### 3.7. Data Collection Tools

The data collection tools, Organizational Commitment Questionnaire and the expression of the 27 leadership questionnaires consisting of 30 statements, have been used. A questionnaire will be applied for workers; the following for *the thesis have been cited: Afyon Kocatepe University Institute of Social Sciences Department of Business Administration by students from Emine Kızıltay Assist written in 2010. Assoc. Dr. Süleyman Dundar 's he worked as consultant at "Investigation of Entrepreneurship Characteristics According to Executive Leadership Styles: Tourism Sector A Study" thesis from Gazi University Institute of Social Sciences, Business Administration, Department of Management and Organization Science students from Renginay Yusei by post in 2013. Prof. Dr. Rasih is the consultant' for Blacksmith "Motivation Relationship Between Organizational Commitment: An Enterprise Application".*

### 3.8. Ethical Aspects of Research

For the implementation of the research, it was decided to ensure compliance with the relevant procedures. After receiving permission to study, a questionnaire was distributed to the employees who agreed to participate in the study.

### 3.9. Limitations

- 1 is limited to the business professionals.
2. birth to workers, etc. allowed. has been impossible to achieve due to such circumstances. This research has led to the shrinking of the universe

### 3:10. Evaluation of Data

All survey questions SSPS 19 (Statistical Package for Social Science) statistical data transmitted to the environment was created. Data were related to the descriptive characteristics of the company employees; number was assessed by percentage. To examine the relationship between these characteristics and subscale scores of the scale; analysis of variance, Pearson correlation, statistical methods have been used.  $P < 0.05$  was considered as statistically significant.

Dependent variables in part related to the determination of the opinion of its employees operating edited questionnaire were created.

Independent variables: socio-demographic characteristics of employees surveyed enterprises (age, sex, education, marital status) are the question related.

## 4. Results

**Table 3.1.**  
**Socio-Demographic Characteristics of the Employees Participating in the Research**

<i>Demographic Characteristics</i>	<i>n</i>	<i>%</i>
<b>AGE</b>		
18-25	289	64,9
26 and up	151	33,9
31-35	5	1,2
<b>EDUCATION</b>		
Associate Degree	6	1,3
Bachelor'S Degree	436	98,0

Graduate School	3	,7
<b>WORKING TIME VOCATIONAL</b>		
1-3 years	265	59,6
4-7 years	154	34,6
8-11 years	23	5,2
12 years and over	3	,7
<b>WORKING TIME IN THE INSTITUTION</b>		
1-3 years	363	81,6
4-7 years	78	17,5
8-11 years	4	,9
<b>TOTAL TIME IN THIS POSITION</b>		
1-3 years	285	64,0
4-7 years	144	32,4
8-11 years	16	3,6

Table 3.1 Age entries of employees in the research, training, working time in the profession, working time in the institution, working position and findings related to the duration of the operation of this position are located.

Table 3.1 by 64.9% between 18-25 years of running businesses surveyed, 72.8% of university graduates that, when viewed according to the years of working in the profession as the profession of 59.6% between 1-3 years and It is seen that work in institutions still have between 1-3 years of 81.6%.

Demographic data table, the number of participants in the age group from 31-35 years of age for very little (n = 5) 31-35 age range 26-30 age range, and is discussed in the following table combined 26 age range as above. Similarly, in education, which associate a small number (n = 6) and a master's degree (n = 3) were evaluated in combination with other groups. Few 12 years and over according to the working time employees business employees (n = 3), as the number of 8 years and older employees business employees combined with the number of 8-11 year between business people are working from a small number of 8-11 year study period in the institution (n = 4), are expressed in the form of 4 years and above, combined with 4-7 years working employees.

## 5. Conclusions and Recommendations

Leadership changes should be applied to perform effectively. Change and continuity in the provision of the placement of the various leadership styles can produce different solutions within their properties. In this article, all leadership styles and the impact on them and transformational leadership style focused on leadership style were reviewed. The most basic reason for ensuring compliance with the organization's internal and external environment and the reconstruction of the constantly changing conditions, the transformational leadership, features as a leadership style is considered to be more appropriate. In other words, transformational leadership, charisma that distinguish it from other leadership style, inspire, and intellectual stimulation and individual attention characteristics, the recognition of the need for change in the ethical dimension in organizations, it faces a formal structure to be created and all the steps mentioned as to ensure the functioning of these structures is an important will assume the role and facilitate the successful realization of this process.

Educators when they worked in an environment where their opinions are valued and thought of the show more performance. The attitudes and behaviors of managers directly affect the success of the teacher's working environment. Teachers should be able to easily tell their ideas about school management, managers should be open and ready for it. If the manager will be more willing to participate in the decision if the teacher clear about the criticisms made. To provide any assistance needed during the processing of the teacher's course will make things easier. The need for teachers with tools, equipment, salon, offering a variety of electronic devices such as the teacher's services ensure that even when someone is in need of support is between the required properties. To know everyone's responsibility in the management powers and duties that give rise to the extortion prepare a peaceful working environment. All staff in the school's mission to be expected from the director, is the determination of competence and areas of responsibility. So the staff will do the job and you will know clearly. Executives from time to time an essential part of the teacher training process by providing confidence in the teacher's ability to give teachers basic responsibility should be made a part of. To be a success if the case is a very important factor motivating almost everyone. If the people who are really clear about this from the school staff made orally and in writing, successful people in creating a certain satisfaction, it also positively affects other employees.

Training in educational environments become attractive to teachers administrators having great responsibility. Inspired by their teachers in the work environment is the foundation stone of the success of dynamic handling. The school has many functions to fulfill them; to meet the needs of students and a physical structure to realize the objectives of the school, qualified teachers, highly qualified managers depends on the positive atmosphere will occur at the end of the school-parent communication and their union. Headmaster of the school organization to succeed, teachers must always be willing to make ready for new leadership roles in dynamic and keep the students. All these are essential for a peaceful and enthusiastic environment.

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